

DEC. 21, 1956

# Sales Management

THE MAGAZINE OF MARKETING

*New!*

**Division of U. S. A.  
Consumer Spending Units  
by Income Groups**

***Should Your Company  
Go into Direct Selling?***

Page 27

**What  
to Do  
About  
Jobs  
You Can't  
Delegate!**

Page 69

**Packaging  
Is a Teamwork Operation at Nabisco**

Page 38

University Microfilms,  
313 N. 1st St.  
Ann Arbor, Mich.

5/53

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FIFTY CENTS



from the PRODUCERS of the MOTION PICTURE

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- Precision Metal Molding
- Welding Illustrated
- Material Handling Illustrated
- Commercial Refrigeration & Air Conditioning
- Aeronautical Purchasing

# Sales Management

THE MAGAZINE OF MARKETING

VOLUME 77

NO. 14

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

December 21, 1956

## In This Issue...

### ADVERTISING

#### WNBC Makes a Decision: It's Color TV, and Nothing Else But

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Even though color TV has had a bad press and potential sponsors are shy, NBC's Chicago outlet, converted 100% to color, is intensively engaged in selling "rainbows" under a newly organized Color Sales Development Department.

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#### When You Call on Your Salesmen in the Field... by Richard G. Tenney

53

Do you make the most of your opportunity for offering constructive help and guidance? Does your agenda include all the things a man is likely to worry about? Do you leave your men recharged with new ideas, and with clear and cheerful minds?



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54

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44



Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

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## PRE-SELL YOUR BEST PROSPECTS

■ The men who receive FRANCHISE-PAID CIRCULATION magazines are *your* best prospects because they are the select prospects and customers of the leading distributors or wholesalers in every marketing area. Your sales story in these publications precedes your salesman's call...pre-sells the men who are *actively buying* your product...men who have been positively identified, by name and title, as having *buying authority* in the most active plants. When every reader has buying authority, business must result from your advertising.

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**FRANCHISE-PAID  
CIRCULATION  
PUBLICATIONS**

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**THE INDUSTRIAL PUBLISHING CORP.**  
812 HURON RD. • CLEVELAND 15, OHIO

- Flow Magazine
- Occupational Hazards
- Applied Hydraulics
- Modern Office Procedures
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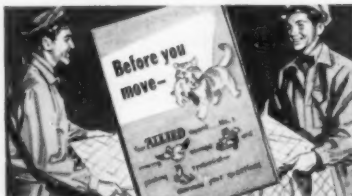


(and long distance, too!)



Prompt service from the nation's largest moving organization is assured you by more than 2200 modern Allied vans and by expertly trained drivers serving you throughout the U.S.A. and in Canada.

**ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS**



**FREE Booklet** to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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Foreign: \$15

#### ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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**Bill Brothers Publications in MARKETING** (in addition to Sales Management): Sales Meetings, Tide, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology, MERCHANDISING: Fast Food, Floor Covering Profits, Grocer-Graphic, Tires and Yankee Grocer.



SALES MANAGEMENT

## FACTS FROM MINNEAPOLIS:

**4,062 furnaces sold in 1955**  
**89% sold by American Artisan**  
**paid subscribers**

## MORAL FROM MINNEAPOLIS:

You aren't "flying blind" when you advertise in American Artisan. For one thing, you get the field's only 100% paid (ABC) circulation.

For another, you get ENORMOUS BUYING POWER, as this and dozens of other city surveys indicate.

If you're "after" the top-level warm air heating-sheet metal dealer — the outlet for the bulk of today's heating AND residential air conditioning — then your main advertising effort belongs in American Artisan. Let's get together!

### Survey Highlights\*

In Minneapolis and its suburbs there were 65 independent dealers in 1955.  
They sold 4,062 winter air conditioning units and gravity warm air furnaces.  
16 (25%) of these were KEY dealers who did 80% of the total business.  
87% of these KEY dealers sold two or more lines.  
3 of the 15 key dealers in 1953 were not in the top volume group in 1955 — a 20% mortality.  
Line changes by dealers during the two-year period affected each manufacturer represented in this area.  
88% of the KEY dealers are subscribers to American Artisan.  
89% of the equipment was sold by American Artisan subscribers.

\* Survey based on installation permits taken out during 1955 by licensed dealers.

**AMERICAN ARTISAN**  
KEENEY PUBLISHING CO.  
6 N. Michigan, Chicago  
AIR CONDITIONING HEADQUARTERS



# Milwaukee has more consumer units with the money for good living

Here are the 25 largest U. S. counties (in population) and their ranking in the percentage of consumer spending units in each income group—from Sales Management Survey of Buying Power, 1956.

Under \$4,000		\$4,000 and Over		\$4,000 to \$6,999		\$7,000 and Over	
COUNTY	%	COUNTY	%	COUNTY	%	COUNTY	%
Dade, Fla.....	56.9	Nassau, N. Y.....	70.3	<b>Milwaukee, Wis. 42.2</b>		Nassau, N. Y.....	33.3
Suffolk, Mass.....	55.2	Wayne, Mich.....	64.6	Wayne, Mich.....	41.4	Cook, Ill.....	23.8
San Diego, Cal.....	54.2	<b>Milwaukee, Wis. 62.5</b>		Erie, N. Y.....	39.8	Wayne, Mich.....	23.2
Philadelphia, Pa.....	51.3	Cuyahoga, Ohio.....	61.0	Cuyahoga, Ohio.....	38.8	Essex, N. J.....	23.0
Hamilton, Ohio.....	50.8	Cook, Ill.....	60.9	Cook, Ill.....	37.1	Cuyahoga, Ohio.....	22.2
Baltimore, Md.....	49.5	Essex, N. J.....	58.7	King, Wash.....	37.1	<b>Milwaukee, Wis. 20.3</b>	
St. Louis, Mo.....	49.2	Erie, N. Y.....	56.6	Nassau, N. Y.....	37.0	Dist. of Columbia.....	20.2
Dist. of Columbia.....	49.1	Alameda, Cal.....	55.5	Hennepin, Minn.....	37.0	Alameda, Cal.....	19.4
San Francisco, Cal.....	48.8	King, Wash.....	55.3	Allegheny, Pa.....	36.5	New York City.....	19.3
Dallas, Tex.....	48.8	Hennepin, Minn.....	55.2	Alameda, Cal.....	36.1	Middlesex, Mass.....	18.5
Harris, Tex.....	47.4	Allegheny, Pa.....	54.5	Essex, N. J.....	35.7	Dallas, Tex.....	18.4
New York City.....	47.1	Middlesex, Mass.....	54.1	Middlesex, Mass.....	35.6	San Francisco, Cal.....	18.3
Los Angeles, Cal.....	46.8	Los Angeles, Cal.....	53.2	Los Angeles, Cal.....	34.9	Los Angeles, Cal.....	18.3
Middlesex, Mass.....	45.9	New York City.....	52.9	Harris, Tex.....	34.7	Hennepin, Minn.....	18.2
Allegheny, Pa.....	45.5	Harris, Tex.....	52.6	St. Louis, Mo.....	34.3	King, Wash.....	18.2
Hennepin, Minn.....	44.8	Dallas, Tex.....	51.2	Baltimore, Md.....	33.9	Allegheny, Pa.....	18.0
King, Wash.....	44.7	San Francisco, Cal.....	51.2	Hamilton, Ohio.....	33.7	Harris, Tex.....	17.9
Alameda, Calif.....	44.5	Dist. of Columbia.....	50.9	New York City.....	33.6	Erie, N. Y.....	16.8
Erie, N. Y.....	43.4	St. Louis, Mo.....	50.8	Philadelphia, Pa.....	33.4	Baltimore, Md.....	16.6
Essex, N. J.....	41.3	Baltimore, Md.....	50.5	San Francisco, Cal.....	32.9	St. Louis, Mo.....	16.5
Cook, Ill.....	39.1	Hamilton, Ohio.....	49.2	Dallas, Tex.....	32.8	Hamilton, Ohio.....	15.5
Cuyahoga, Ohio.....	39.0	Philadelphia, Pa.....	48.7	San Diego, Cal.....	32.3	Philadelphia, Pa.....	15.3
<b>Milwaukee, Wis. 37.5</b>		San Diego, Cal.....	45.8	Suffolk, Mass.....	31.7	Dade, Fla.....	14.5
Wayne, Mich.....	35.4	Suffolk, Mass.....	44.8	Dist. of Columbia.....	30.7	San Diego, Cal.....	13.5
Nassau, N. Y.....	29.7	Dade, Fla.....	43.1	Dade, Fla.....	28.6	Suffolk, Mass.....	13.1

In this better-income market with 1,100,000 now in the metropolitan area, The Milwaukee Journal is read regularly in 9 out of 10 homes.

## THE MILWAUKEE JOURNAL

National Representative—O'Mara & Ormsbee, Inc.



## EDITORIALS

### The Marketing Mix Master

In recent years there's been much confusion about the word "marketing" and some have tried to divorce it from personal selling. One of the best rounded descriptions was given at the Boston Conference on Distribution by Robert E. Kenyon, Jr., newly elected president of the Magazine Publishers Association. He argues that there are different marketing activities and that they must be integrated. "Advertising, sales promotion, personal selling, research, product design, packaging, public relations—all must be interrelated. These specific activities must be integrated so that the whole marketing operation effectively makes its contribution to a company's profits.

"The way in which the various activities are used to achieve a given marketing objective has been called the marketing mix. One marketing mix might include a large amount of advertising; another might depend more on personal selling; still another might have research as its principal component for the current year.

"In companies where marketing is a particularly vital operation and where the marketing mix may change from year to year, the head man could, I suppose, be called the marketing mix master.

"Another characteristic of marketing is that it must be a team operation. The specific activities of advertising, sales promotion, research, product design, etc., demand executives with experience and knowledge in these areas. This group must work together as a team under the leadership of a marketing man in order to achieve the goals the company has set. The title of this man is not as important as his function. He could be president, sales vice-president—or marketing vice-president. He must be the one to determine what shall be done in the marketing operation. His knowledge of advertising, selling, marketing techniques must be exceeded only by his skill in human relations because he must see that the marketing job is done by the people on his team."

There is a real challenge to the man who wants to be the No. 1 man in sales for his company.

### Incredible Misconception

This incident ought to make you throw up your hands in pure frustration. It is another example of how difficult it is to talk with the Russians with any confidence that they understand how we run our lives and why.

The Associated Press reports from Moscow that V. L. Kudrayavtsev, an editor of *Izvestia*, who toured the United States as an observer of our Presidential election, has written in his newspaper:

"The tendency of Americans to live in separate houses is encouraged by large construction companies which are seeking a way out of the market crisis."

Further the Russian writer declares:

"Houses and furnishings are sold on credit and thus American families become securely chained to their jobs."

Kudrayavtsev calls all of this "poisonous people's capitalism," and

## Buyership in Action!



The 11,648 Advertisers in the 1956 Annual Edition of T.R., 326 more than the previous edition, stand as graphic proof that the exclusive T.R. "buyership" clientele can be reached only thru T.R.

# 11,648

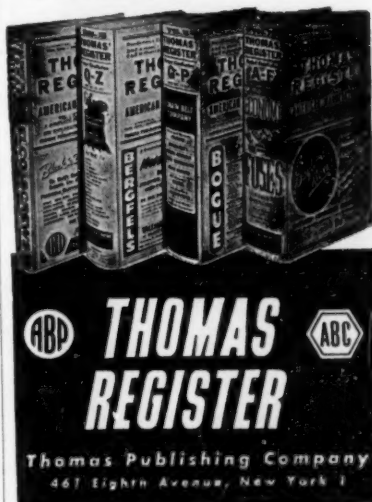
Advertisers, placed

# 43,435

Advertisements in  
1956 Annual Edition

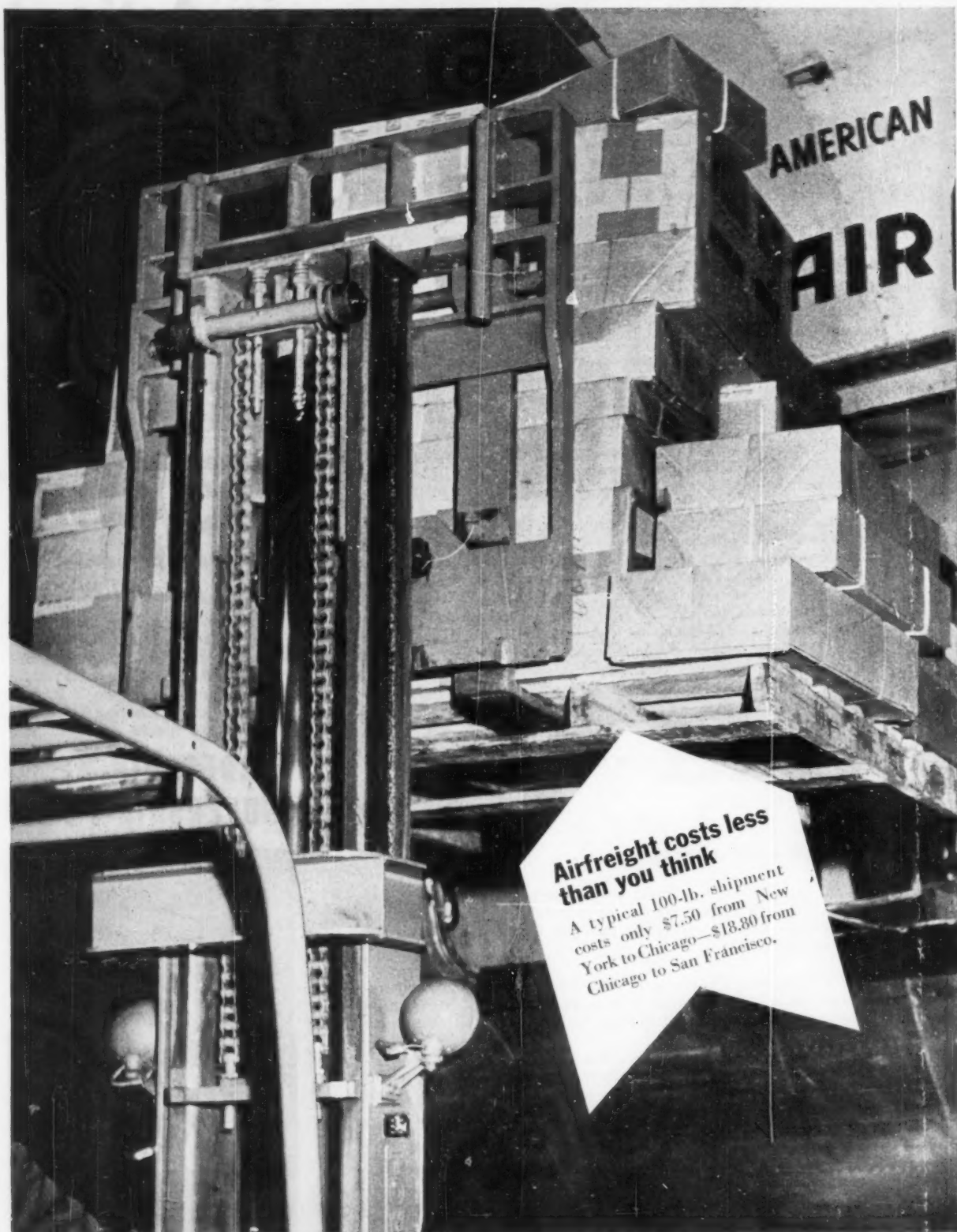
Your advertising representation in T.R. assures you of coverage of better than 60% of the total Industrial Purchasing Power of the U.S. T.R. clientele insist on T.R. habitually for Purchasing Decision. The record speaks for itself . . .

**READERSHIP-ZERO**  
**BUYERSHIP-100%**





## A REPORT TO SALES MANAGERS FROM



**Airfreight costs less  
than you think**

A typical 100-lb. shipment  
costs only \$7.50 from New  
York to Chicago—\$18.80 from  
Chicago to San Francisco.

# AMERICA'S LEADING AIRFREIGHT CARRIER



To make the most of airfreight's ability to open up new markets and provide better customer service, sales managers are specifying American Airlines Airfreight for these important reasons:



## COVERAGE

Only American offers the extra speed of direct one-carrier service to all ten leading retail markets . . . more than two-thirds of the top thirty . . . all twenty-three leading industrial areas in the United States.

## CAPACITY

American has space for your shipments when and where it's needed most. A combined daily lift potential of over a half-million pounds gives American the greatest capacity of any airline.

## FREQUENCY

Shipments get faster forwarding . . . spend less time in terminals with American's greater frequency of schedules. Over 1000 departures daily offer more service to more cities than any other carrier.

## DEPENDABILITY

First with scheduled airfreight, American today has the largest, most experienced personnel force . . . most modern handling facilities. Is better able to solve shipping problems . . . provide dependable on-time deliveries.

# **AMERICAN AIRLINES AIRFREIGHT**

*carries more cargo than any other airline in the world*

# A DOLLAR

will go  
a long way  
these days on **WHO Radio!**



Take 8 a.m. to 12 noon as an example . . .

WHEN you consider what's happened to the purchasing power of the dollar, it's mighty impressive to see what a buck will still buy in national spot radio—especially *WHO Radio!*

## LET'S LOOK AT THE RECORD . . .

On *WHO Radio*, a 1-minute spot between 8 a.m. and 12 noon will deliver 53,953 actual listening homes.

That's 1,136 homes for a dollar, or 1,000 homes for \$.88—ALL LISTENING TO *WHO!*

That's the rock-bottom minimum. Over and above this proven audience, 50,000-watt *WHO* is heard by hundreds of thousands of *unmeasured* listeners, both in and outside Iowa. Bonus includes Iowa's 573,000 car radios and 527,000 extra home sets—plus vast audience in "Iowa Plus"!

Let your PGW Colonel give you all the facts on *WHO Radio*.

(Computations based on projecting Nielsen figures and 1955 Iowa Radio Audience Survey data against our 26-time rate.)

WHO Radio is part of  
Central Broadcasting Company,  
which also owns and operates  
WHO-TV, Des Moines  
WOC-TV, Davenport

# WHO

for Iowa PLUS!

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President  
P. A. Loyet, Resident Manager  
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc.  
National Representatives

it produces a state of mind in which only 55% of the electorate goes to the polls.

Where would you begin to refute the interpretation by this Russian which is now known to thousands of *Izvestia's* readers?

A simple declaration that it is not so obviously would not cause Kudrayavtsev to change his conception. While he toured the United States from coast to coast he could have spot-checked American home owners at every hand. But would he believe them?

Consumers in this country do not force themselves to become consumers to provide markets for goods and services. They become consumers because they desire the goods and services more than they do the possession of the money. Whether the Russians believe it or not, Americans determine, individually, the rate at which they spend, or save their money, and even determine not to work because they do not need or want extra money. Middle West plant managers are reminded each year that thousands of factory workers willingly lose a day's pay. Workers simply go hunting on the opening day of the season. On this day, perhaps, factory managers wish that their workers were chained to their jobs [Note to Kudrayavtsev: we're being ironical; don't take us literally.]

Instalment debt, which consumers willingly assume, makes it possible for millions of Americans to enjoy what we regard as a higher standard of living today—without waiting until tomorrow. We haven't noticed that people with instalment debt are any less willing to change jobs merely because they are in debt. In fact, debt probably serves as a burr to an American to get himself a higher paying job, within or without his present employment. In these days of relatively full employment, it has never been easier in our nation's history for Americans to change jobs, to move from one part of the nation to another, or to decide their own course, all with fewer fears of loss of income and security.

But, we repeat, where do we begin to talk with a Kudrayavtsev and have the feeling that we are communicating on the same wave length? Until we learn how to do it, Americans and Russians will continue to go on with incredible misconceptions about everything. But now read on and see if there could be the . . .

## Miracle of Miracles!

One of the most interesting announcements to reach the SALES MANAGEMENT editorial desks in a decade or more tells of a development that implies more than a little get-togetherness on the part of Dallas and Ft. Worth. Yes, business interests in the two cities, aided and abetted by eastern capitalists, have formed the Great Southwest Corp. It has been set up to develop a planned area of industrial communities, 5,000 acres in the exact center of the Dallas/Ft. Worth Metropolitan Area, and even Amon Carter, Jr., president and publisher of the *Fort Worth Star-Telegram*, an investor and officer, is apparently willing to have the area called Dallas/Ft. Worth instead of Ft. Worth/Dallas. Among the talking points for this new industrial market the promoters (including Rockefeller Center, Inc., and William Zeckendorf, president of Webb & Knapp, Inc.) point out that there are no comparable concentrations of population before Los Angeles to the west, Washington to the east and St. Louis to the north—the population of the area has increased 20% since 1950 and buying power by 40%—the area is served by all 10 of the railroads entering Texas—the area's combined air passenger traffic exceeded that of the Southwest's next busiest Metropolitan Area by a quarter of a million passengers. If Dallas and Ft. Worth can get together, then we may not have to wait for Utopia to work out a satisfactory working arrangement with Soviet Russia!

## HIRING SALESMEN?

Write for a free sample of our  
specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information on the education, background sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" forms based on the opinion of a group of experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.



# In Philadelphia, buying begins at home



**The Bulletin goes home...delivers more copies to more people every seven days in Greater Philadelphia than any other newspaper**

Are you getting your share of the \$161,000,000 Greater Philadelphia families spend each year for drugs, cosmetics and toiletries? Make sure. Start your selling in the home through the advertising columns of Philadelphia's home newspaper—The Evening and Sunday Bulletin.

The Bulletin packs selling power throughout a market noted for its buying power. Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it. The Bulletin is Philadelphia's home newspaper.

*Now—R.O.P. spot and full color seven days a week*

**Advertising Offices:** Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue. **Representatives:** Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco



## In Philadelphia nearly everybody reads The Bulletin



## LETTERS TO THE EDITORS

### "Marketing Is on the Move" Issue Generates Praise

#### "something of value"

EDITOR, SALES MANAGEMENT:

Your last issue [Nov. 10] that reached me last week has moved me to write you a letter stating my belief that it is one of the best issues not only of SALES MANAGEMENT but of any other business publication that I have seen in a long while.

I usually get something of value in every issue, but in this issue there were several items and articles of outstanding interest.

You have clearly set a high standard for the editorial content of the magazine. It may even be tough keeping it up to that standard, but the result is likely to be much appreciated by sales and marketing managers throughout the country.

Paul H. Nystrom

Professor of Marketing-Emeritus  
Columbia University  
School of Business  
New York, N. Y.

► Praise from Dr. Nystrom is praise indeed. In addition to heading the marketing department at Columbia for many years, he has been the long-time president of the Limited Price Variety Stores Association, and served dual terms as president of the Sales Executives Club of New York.

#### distort map reprints, yes

... We find your articles in the Nov. 10 issue, including the maps showing the markets of the United States of America in retail sales, very interesting. Would it be possible for us to secure 10 of these reprints (maps)?

(Mrs.) Marie Nelson

Manager, Flour Sales  
Food Products Division  
Rogers Brothers Seed Co.  
Idaho Falls, Id.

► For the benefit of other readers who may be interested in extra copies of the distort map which appeared opposite p. 92 in the Nov. 10 issue: two-color map reprints, 11¼" x 16" are available at 50 cents each through SALES MANAGEMENT'S Readers' Service Bureau. They will come to

you trimmed and rolled in a tube, unfolded.

#### area map source

... I was very interested in the map entitled "The Markets of the U. S. A." which appeared in the Nov. 10 issue of your publication.

Could you tell me where I could obtain a map which would show in greater detail the same information for a more limited area? I would be interested in obtaining a marketing map principally of New England, New York State, and New Jersey, which would show the county breakdown proportionately in those states.

Walter W. Bronson II

President  
The Bronson & Townsend Co.  
New Haven, Conn.

► We do not have any detailed (states or areas) maps similar to the distort map for the entire U. S., but if you will refer to p. 474, for example, of the May 10, 1956 *Survey of Buying Power*, you will find a distort map for Massachusetts which charts all counties and important cities in proportion to their net effective buying income. Since percentage-wise there is not a great deal of difference between income and retail sales, these maps may meet your needs.

#### long may it wave

... Just returned from a three weeks' trip and find the Nov. 10 issue awaiting me ...

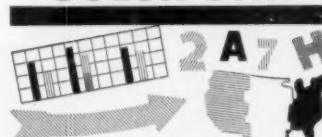
You will be interested in this. I was the first speaker on the program at the 30th Annual Sales Conference of the Sales Executives Association in St. Louis on Nov. 20 ... Three other speakers on the program, however, referred, in their talks, to my discussion in SALES MANAGEMENT ["Needed Now: 10% More Sales and Advertising to Reverse 1956 Slowdown and Return to Normal Rate of Growth," p. 34] and one of them, Joseph D. Ardleigh of the Research Institute of America, waved a copy ... before the audience and suggested that every person there should read that issue ...

(continued on page 17)

Stickin'  
Around with  
**KLEEN-STIK**

Wonderful, Idea-ful KLEEN-STIK! Every day proves it—you just can't beat KLEEN-STIK for new sales-making twists! Not only for result-getting P.O.P. displays, labels, etc.—but also some new and nifty products. Look at these clever examples of peel-and-pressingenuity!

#### COLOR-STIK®



#### KLEEN-STIK plus COLOR equals?

COLOR-STIK—new colored pressure-sensitive paper that has a hundred uses in offices, ad and PR agencies, art studios, schools, etc. JACK RIMALOVER, of WINFIELD ASSOCIATES, Princeton Junction, N.J., processed 17 x 22 sheets of KLEEN-STIK 100# Tag in 17 vivid colors ... and has an ideal material for maps, charts, graphs, cut-out letters, color coding, etc.—limited only by the user's imagination! Famous KLEEN-STIK adhesive eliminates messy glue or paste ... sticks tight to paper, cardboard, metal, glass, or what have you?



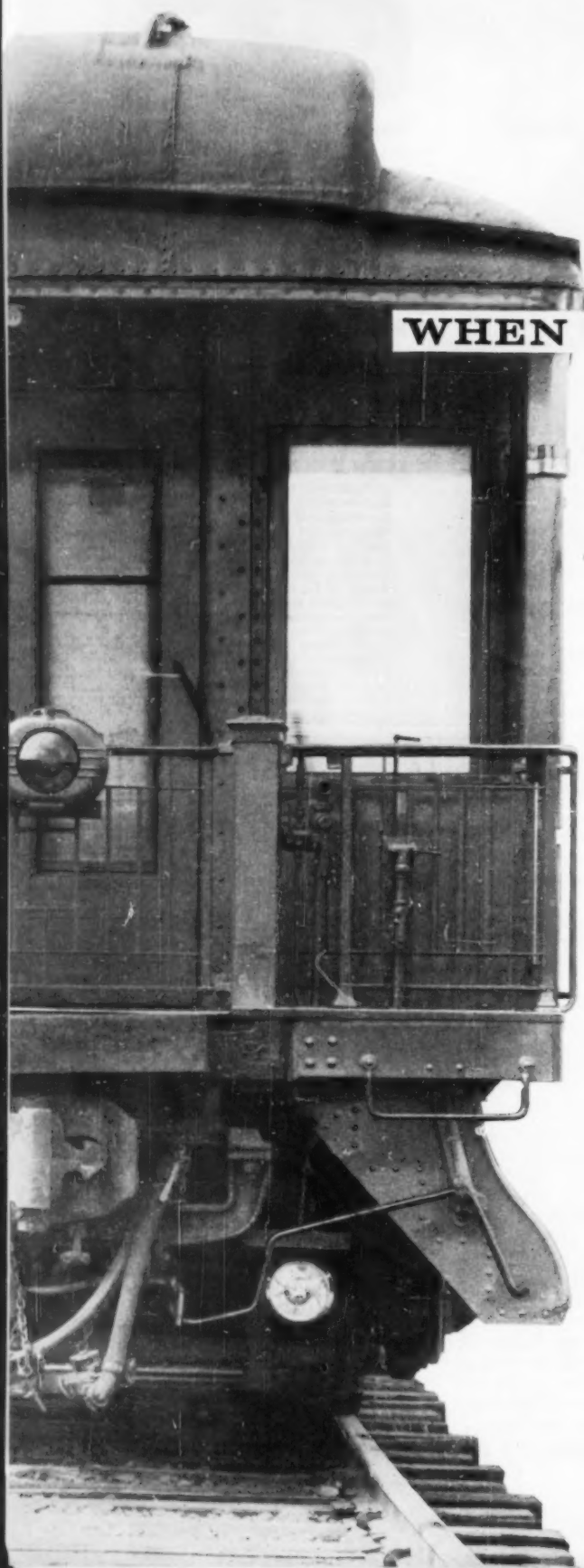
#### Holds Fast for BELFAST

BELFAST BEVERAGES, Inc., of San Francisco, wanted to promote their slogan "Get Together with BELFAST" ... so PREXY RUDOLPH CAMPADONICO took this advice and got together with J. J. WEINER, his agency's head man, and lithosalesman AL ARENZ of E. A. DONAHUE CO. Out of their "get-together" came this attractive die-cut piece, backed with a strip of super-stickin' KLEEN-STIK. Eminently useful as a back-bar sign or wall poster, it quickly converts into a dandy "shelf-talker" for package stores, too. A real "standout" that warrants applause for all concerned!

Make your own P.O.P. promotions more effective by getting together with KLEEN-STIK! Your regular printer, lithographer or silk-screener has plenty of ideas to show you ... or write today to get our free "Idea-of-the-Month" service.

**KLEEN-STIK PRODUCTS, INC.**  
7300 West Wilson Avenue • Chicago 31, Ill.  
Pioneers in pressure sensitives for Advertising and Labeling

**WHEN THE BOSS TRAVELED.**





## A BEAT...THINGS WERE DIFFERENT

**The Good Old Days** always sound great in mellow retrospect. Actually the going was "pretty rough"...one night stands; hot, jerky trains; not-so-hot hotels; eat-and-run schedules. Yet the Boss will tell you there was a lot of sales-satisfaction in the job.

He made a lot more calls, had a chance to do a better selling job than the salesman who calls on today's lumber and building material dealer. Mr. Dealer was able to see him; to spend time with him; to listen and to learn.

Not so today! Those leisurely days are gone. Blame it on progress. Blame it on America's amazing growth—as reflected in the amazing growth of Mr. Dealer. But the situation exists. And the smart manufacturer faces up to it.

That same lumber and building material dealer today handles *many more* product categories than he did even five years ago. What's more, there are many more manufacturers in each of the *old* categories—all training their sales artillery on him.

Nor is this *all* you have to cope with: the fact that three times as many salesmen call on this dealer. You must remember that the *dealer's activity* also has changed. He has more people and more problems on his mind. His scope of operation is much bigger. So it all adds up to this: he has *less time* to give *more salesmen*.

The remedy? Retool your advertising to the dealer! Tell the dealer *in print* what your salesman would like to tell him *in person*. Make your advertising to the dealer what it should be—and must be: salesmanship-in-print. That's what sales-smart manufacturers are doing today.

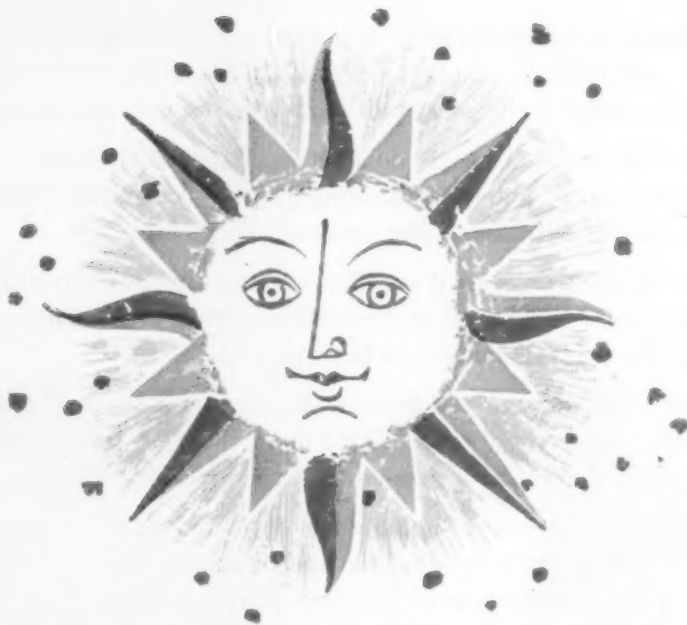
And where are they doing it? In the publication this dealer looks to and lives by: BUILDING SUPPLY NEWS. It reaches *more* dealer establishments, knows them better, serves them better. Small wonder it is picked by *more* advertisers, carries *more* advertising, than any other magazine reaching dealers. And at lowest cost!

## BUILDING SUPPLY NEWS

Published at Building Industry Headquarters:  
Home of Practical Builder and other leading building industry magazines.



The  
New Yorker  
really  
gets  
around!



Take California. Consider these sunny figures: each week

The New Yorker goes into 250 California cities and communities to leading families in the finer residential areas. And in the more important California city trade areas where the most business is done, The New Yorker stakes a high-concentration claim: for example, in Los Angeles, and in the San Francisco-Oakland trade area. Another fact, which suggests the high quality of The New Yorker's readership in California: The New Yorker ranks high among exclusive clubs like the famous Bohemian Club of San Francisco (over 300 of its members receive The New Yorker every week). In California, as in other states, The New Yorker appeals to the people other people follow.



THE  
NEW YORKER

*New York, Chicago, London, San Francisco, Los Angeles*



## LETTERS

There were approximately 1,400 in the audience so you may add a few readers.

Arno H. Johnson

Vice-President  
J. Walter Thompson Co.  
New York, N. Y.

### your name in gold

EDITOR, SALES MANAGEMENT:

Let us add a fervent "amen" to Janet Gibbs' article "What Do You Think" that appeared in the Oct. 5 issue (Mail Promotion, p. 68).

She could have added one very irritating example wherein the publisher tells you that he is reserving for you with your name in gold some sort of invaluable portfolio. Toward the end of the letter you find out that you must subscribe to some sort of publication.

As she points out, it apparently works for them, but the only thing it does here is hit the waste basket.

Charles W. Rothhaar

Sales Manager  
The Maxon Premix Burner Co.  
Muncie, Ind.

### gone with "Trumanism"

... Re: Janet Gibbs' plea in Oct. 5 issue.

I agree with her 100%. This is just the kind of propaganda that is degrading direct mail, and engenders a faithlessness and insincerity that detracts from genuine, conservative and high-grade sales appeals through the mails. People are getting fed up with superlatives—the very use of them (as observed in loud shouting TV commercials) makes one cringe, if not yearn for someone who will tell a story in a dignified, respectful and orderly manner.

As anyone knows beyond the confines of Manhattan, high pressure has "passed away" with Trumanism. Smart selling today avoids any tinge of pressure—in fact the reverse is true in face-to-face marketing, so why shouldn't it be equally true in the printed word.

Top selling in today's lush—though competitive—markets requires complete mastery of communication, and skills at negotiating ideas are equalled only by the felicity with which we use the delicate language

(continued on page 19)

DECEMBER 21, 1956



**In Knoxville, from 7a.m. to 1a.m., People  
Watch The Best in Shows on WATE-TV**



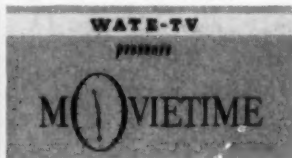
**HOMEMAHER'S SHOW.** Mary Starr, East Tennessee's number one homemaker, prepares popular and practical dishes on-camera showing each step of every recipe weekday mornings at 9:30.



**LITTLE RASCALS.** singing personality Roy Sneed is visited on the set each weekday at 5:00 p.m. by pre-schoolers. They sing and talk with Roy as well as watch "Our Gang" comedies.



**WATE-TV NEWS.** Worldwide U.P. Fox Movietone news film plus local sound-on-film coverage and capable announcers make WATE-TV's news shows tops!



**MOVIE TIME.** some of the finest films ever produced by 20th Century Fox, David O. Selznick, Warner Brothers and other top studios are on WATE-TV's late movie every night.

**Sell \*Knoxville . . . Tennessee's  
2nd Largest Metropolitan Area!**

\*May 10, 1956 Sales Management Survey of Buying Power

**WATE-TV** CHANNEL **6**  
POWER MARKET OF THE SOUTH  
Knoxville, Tennessee  
NBC

Affiliated with WATE Radio  
Represented Nationally by AVERY-KNODEL, INC.



month after month...

**15½ million\* men and women "live by the book"**  
**...and the book is Better Homes and Gardens!**

4,250,000 COPIES EACH MONTH



"The book" works overtime, too: 9,400,000 BH&G readers recently referred to one or more back issues from 4 to 12 months old. Almost 4 million looked at back issue ads or articles on home furnishings; more than 2 million at ads on home-making practices or management. 15,500,000 people read an average issue of BH&G. One-third of the 123,800,000 people in the U.S. 10 years of age or older read one or more of every twelve issues. That's 44,150,000 readers of Better Homes and Gardens—and over 40% of them are men! Meredith Publishing Company, Des Moines 3, Iowa.

during the year...

**1/3 of America**

**reads Better Homes & Gardens!**

\*A 12 Months' Study of BH&G Readers, Alfred Politz Research, Inc., 1956

## LETTERS

of persuasion. There's a world of difference between persuasion and compulsion.

James C. Fitzpatrick, Sr.

Marketing and Economic Research  
West Reading, Pa.

### ABC film for ad managers

#### EDITOR, SALES MANAGEMENT:

I note your excellent feature on pp. 86-94 of the Nov. 2 issue—"Catalog of Business Films."

The Audit Bureau of Circulations has available a sound-strip film which would be of particular interest to advertising manager members of the Sales Promotion Executives Association, Inc. Below is data on the film following the format of your story:

TITLE: Adventure into Space

Di-Pr\*

SYNOPSIS: Tells story of industry self-regulation and circulation auditing.

DATA: 35 mm. full color sound-strip film with record, 15 min.

LOAN PERIOD: For special engagements.

WRITE TO: Audit Bureau of Circulations, 123 N. Wacker Dr., Chicago 6, Ill.

James F. Devine

\*Distributors, Public Relations

### business film source

... We read with interest your report on business films available to executives, mentioning one which we distribute through our Free Film Department, "Flying with Arthur Godfrey."

It was surprising however that your concluding list of "other good sources of business and training films" did not include our company as we have been distributors of free films for some 25 years. We are also the sole distributors of U. S. Government training films, many of which are in use by personnel training directors of large companies...

William B. Laub

Director, Public Relations  
United World Films, Inc.  
Subsidiary of Universal Pictures, Inc.  
New York, N. Y.

DECEMBER 21, 1956



**REACHES MORE**

**WOMEN!**

...with  
circulation  
LEADERSHIP

**51,309**

TOTAL DAILY  
CIRCULATION LEAD  
OVER 2ND PAPER

City Zone Lead — 12,189  
City & RTZ Lead — 19,874

...with  
advertising  
LEADERSHIP

**8,564,311**

LINES

TOTAL ADVERTISING LEAD  
OVER 2ND PAPER

Year: 1955

Retail Lead — 3,312,727 lines  
General Lead — 1,242,320 lines  
Classified Lead — 4,009,264 lines

Largest Circulation in the Pacific Northwest

233,219 Daily  
296,260 Sunday

**THE Oregonian**

PORTLAND 1, OREGON

Sources: ABC Publishers' Statements for 6 months ending March 31, 1956; Media Records total advertising, less AW and TW, 1955.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

# How can you be sure the men who get the publications you advertise in actually read them?

**Can paid circulation  
really guarantee readership?**

**Can good controlled circulation inevitably  
deliver readers?**

**Can the Franchise-Paid Circulation Method  
do anything more than guarantee coverage  
of all specifiers and buyers?**

**No, of course not**

That's why we make sure that MILL & FACTORY goes only to men who say they read it — and want to keep on reading it.

MILL & FACTORY uses the Conover-Mast Certified Readership system; a very costly operation that goes far beyond BPA's "Verification" system. Certified Readership requires every single recipient to state that he reads MILL & FACTORY and wants to keep on reading it... thus insuring 100% reader certification.

## **Here's how Certified Readership works**

Regularly, every recipient of MILL & FACTORY is sent a questionnaire which asks (1) Is your address correct as given? (2) Are you reading MILL & FACTORY and finding it useful? (3) Do you wish to continue receiving MILL & FACTORY?

Total response to this mailing plus two follow-up mailings averages between 75 and 85%. The names of those not replying are referred to our 146 franchised distributors for personal check by their salesmen, to make this certification 100% effective.

About 90% say they read the publication and wish to continue receiving it. If a recipient says his job function has been changed and he no longer needs the magazine — or if he just doesn't read it — his name is taken off the list immediately to be subsequently replaced by another executive with buying influence, who in turn, will be checked for readership. By this method every single name is checked either by mail or in person and all returns are certified by an independent auditing organization. *The accuracy of MILL & FACTORY's circulation list averages a phenomenal 97%. And here's why...*

## **MILL & FACTORY rates high because it reaches the right men**

There's a good reason why MILL & FACTORY rates high among men who say they read it and want to keep on reading it. That's because it is edited for and circulated to a carefully identified group of men — plant men throughout industry — regardless of title — who have the authority to specify, to initiate requisitions, to buy. You know they are the men because they are identified at the local level.

MILL & FACTORY builds and maintains its circulation through 1,724 industrial salesmen who can personally designate and enter the subscriptions for the men they must sell... who personally cancel the subscriptions of those who no longer have the power to buy... not at the end of a subscription term of one, two or three years, but with the very next issue of MILL & FACTORY.

These 1,724 salesmen are employed by 146 leading distributor organizations and, regardless of your method of sales representation, these salesmen identify and sell the men who must be sold on products like yours — whether they specify, buy, or influence the purchase of a product.

There is one practical way you can be sure your advertising reaches the industrial plant men who can say "Yes" or "No" and make it stick... who are known to be the important men today... who are known to read the publication that carries your advertising... MILL & FACTORY.

**MILL & FACTORY reaches  
the men, regardless of title,  
your salesmen must see to sell.**



## **Mill & Factory**

**BPA** **NBB**  
A CONOVER-MAST  
Publication  
205 East 42nd Street  
New York 17, N. Y.

## WORTH WRITING FOR...

### Salesmen, Horses, Laughs

They will be honored on special dates in 1957. Salesmen's Week to honor the motive power that makes America tick will be March 17-23. Save-the-Horse Week, October 13-19 and Pass the Laugh Week, October 20-27. These are among the dates to circle on the 1957 calendar. The Chamber of Commerce of the United States has compiled over 300 business events, legal holidays and religious observances to enable manufacturers, wholesalers, retailers, advertising agencies, newspapers, radio and tv stations to tie in their promotional plans with national celebrations. There is a chronological list of events and an alphabetical list showing purpose of each event and address of its sponsor. Unusual and interesting causes are included: Tax Freedom Holiday, Advertised Brands Week, Old Stove Roundup, Cat Week, National Dog Week, etc. Copies of "Special Days, Weeks and Months in 1957" are available for 50c a copy from the Domestic Distribution Department, Chamber of Commerce of the United States, 1615 H St., N. W., Washington 6, D. C.

### Brand Preference in Dallas

Report of a survey conducted by Dan E. Clark II and Associates, Inc., in the combined A.B.C. City and Retail Trading Zones (21 counties). It is the first annual consumer inventory and product availability audit, reflecting up-to-date buying patterns which include the actual penetration of newly-introduced brands and the effects of special promotional campaigns. The 10 most popular brands for each surveyed product are shown in rank order in tables. Included in each product table: total home cooking households; households buying the product; brand bought last in home; product availability during the survey. There are also data on the population of Dallas Metropolitan Area (Dallas County) and A.B.C. City and Retail Trading Zone; families; effective buying income; retail sales per family; total retail sales; characteristics of the population surveyed. Copies of "Top Ten Brands" are available from Ted Barrett, Promotion Director, *The Dallas Morning News*, Dallas, Tex.

### Sales Managers' Check List

Advice from a workshop of 75 sales managers and salesmen. Compiled by C. C. Crawford, management consultant professor at the University of Southern California, for the Institute of Sales Research, Pasadena, the report presents the pooled know-how of these experts on what a sales manager ought to know about sales personnel and how to man them; sales training and how to improve the sales force; sales supervision and how to lead salesmen; sales effectiveness in moving merchandise; sales administration. One section is given over to a by-product demonstration—a case example in the analysis of one sales program. For your copy of "How to Be a Sales Manager," write to C. C. Crawford, Management Consultant, 3832 Mt. Vernon Drive, Los Angeles 8, Cal.

### The Upper Midwest

A fact book for management with a new plant site in mind. It is a four-state area—Wisconsin, Minnesota, North and South Dakota—with an asset of more than two million working men and women. Total income of the people in these states in 1954 rose to \$13.4 billion—\$4 billion more than 1946 and \$8 billion more than 1939. Industrial income in 1953 totaled \$5.3 billion to agriculture's \$3.3 billion. Its reservoir of raw materials is varied: unlimited water for processing, oil, lignite, iron ore, a billion dollars invested in taconite. Thirty-four railroads, nine airlines, some 230 trucking lines, Great Lakes steamers and Mississippi barges serve the area. Other data covered: power, agriculture, new construction and living conditions. For a copy of "Upper Midwest People Know How," write to Carl T. Bremicker, Vice-President in Charge of Sales, Northern States Power Co., Minneapolis 2, Minn.

### Economy of Air Freight

A study just completed confirms the possibility that air freight can help to solve the problem of effective distribution at lower cost. In 1953, Emery Air Freight Corp. asked the Harvard University Graduate School of Business Administration to conduct basic research into the economic soundness of the use of air freight

## DON'T MIX YOUR SIGNALS!

by  
John Pepper  
and  
Bert Ferguson



Don't mix your signals! Boost traffic at Points-of-Purchase, by the one method that has proved effective in Memphis! The personalized communications system of WDIA! Let WDIA—the 50,000 watt station—give you the green light for a smooth flow of traffic to the point, where your brand of merchandise is on sale!

### Only Method

Almost one-tenth of all the negroes of America are concentrated in this area. Industry hands them a pay envelope, containing a quarter of a billion dollars. They want to spend it. But the entrance of industry into the South has been too recent . . . their own expansion of economy too swift . . . without guidance, they don't know what to buy. Readership is yet very low—therefore, newspaper advertising is ineffective. TV ownership is too limited to give more than nominal results. The only medium, which is able to reach those 1,237,686 Negroes, is WDIA. WDIA produces concrete sales figures as no other medium has done—or can do!

### Ad Placement

Place your advertising in the only medium, where it can do good. Channel your sales approach through WDIA. Reach and sell 1,237,686 Negroes, who have over \$250,000,000 to spend, this year. Let WDIA specialists direct traffic to converge at the points of purchase, where you want to move your product. These specialists are controlling sales action for national products, such as:

Maxwell House Coffee . . .  
Camel Cigarettes . . . Colgate  
Dental Cream . . . Esso.

Write a note, on your letterhead, now, inquiring how WDIA can regulate traffic . . . boost sales . . . for your brand of goods. Include, also, a request for a bound copy of, "The Story Of WDIA!"

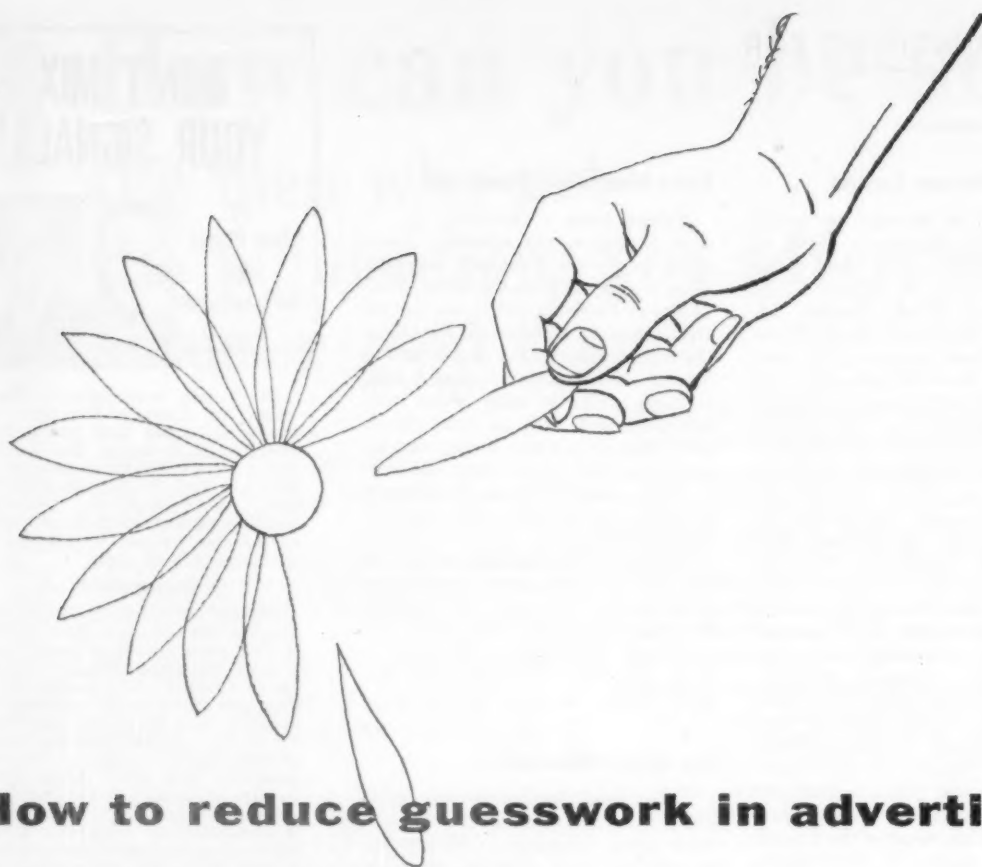
WDIA is represented nationally by  
John E. Pearson Company.

*John Pepper*  
JOHN PEPPER, President

*Bert Ferguson*  
BERT FERGUSON, General Manager

*Harold Walker*  
HAROLD WALKER, Commercial Manager





## How to reduce guesswork in advertising

The reduction of guesswork starts with a painstaking analysis of the advertiser's sales experience. But there are definite limits here. Call reports, or the salesmen's theories as to why some people buy and others don't, can be misleading.

Confusing, anyway. Surely you've sat in sales meetings where each man expressed a different, but equally positive idea of the *one best* sales approach!

Today there is a new and inexpensive way to sharpen the common denominators of your best sales approaches as they apply to each of the different fields you sell. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs underneath the reasons your prospects give for not buying. Its approach is unbiased; we get a client's potential customers to talk about things they normally wouldn't tell his salesmen. It goes beyond the scope of most "depth interviewing" in that every one of our investigators has had considerable sales experience. Thus you are well assured that the work we do for you will be handled tactfully and with genuine "sales sense."

And the chances are very good that their experienced sales perception will help you crystallize the conditions to be met in each field; will materially reduce the guesswork that hampers advertising effectiveness.

Sometimes, naturally, this work is of a highly confidential nature. But there are many cases we can tell you about, if you'd like to hear how other companies have used Hopper Company Sales Investigations to get "Ditch-Digging Advertising That Sells by Helping People Buy."

*The Schuyler Hopper Co., Market Research, Sales Promotion, Advertising, Twelve East Forty-first Street, New York 17, N. Y., LE 2-3135*

transportation by industry. The report describes the distribution problem and explores distribution costs, revealing a new concept of the relationship of the traffic function to the whole area of physical distribution. It details the characteristics of the products which may be "air freight candidates" and the specifications for the cost analyses that are useful to prove or disprove the over-all economy of air freight. The first part of the study was underwritten by four air carriers: American, TWA, United and Emery. The second research phase was financed by Emery, with a substantial contribution from the Division of Research, Harvard Graduate School of Business Administration. A copy of "The Role of Air Freight in Physical Distribution" may be obtained from James McAdam, Emery Air Freight Corp., 801 Second Ave., New York 17, N. Y.

#### Duluth-Superior

This area is adding prosperity through three economic developments: the new taconite mining industry, to employ 10,000 men and support an additional population of 70,000 people; the St. Lawrence Seaway, to terminate at Duluth-Superior; discovery of oil in the Dakotas and in Alberta, Canada, resulting in pipelines bringing crude to the area for refining. According to this up-dated report, the Duluth-Superior Metropolitan Area is now the sixth largest in population among 17 metropolitan areas in seven West North Central states. There are data on business growth in Duluth for the first six months, 1955 vs. 1956. For a copy of "New People, New Towns, New Industries for Duluth-Superior," write to E. E. Vanderyacht, National Advertising Manager, *Duluth Herald* and *Duluth News-Tribune*, Duluth, Minn.

#### Footwear

According to a recent analysis, it is an industry valued at \$2.2 billion in terms of manufacturers' shipments, \$3.5 billion in terms of consumer expenditures for men's, women's and children's footwear. The report covers manufacturers' production and sales figures; advertising expenditures; retail sales volume by types of outlet; retail store operating ratios and price trends. Copies of "Footwear News Fact Book No. 3" are available from W. D. Williams, Advertising Director, *Footwear News*, 7 E. 12th St., New York 3, N. Y.

## UNITED VAN LINES ANNOUNCES

### A NEW SERVICE TO THE

## Family That's Moving

NOW FREE HELP  
BY A NOTED  
WOMAN HOME  
CONSULTANT



### Bette Somers Malone

Moving is primarily a woman's problem...and here's an expert woman Moving Consultant to help you. Bette Malone will send you a PRE-PLANNED MOVING kit...answer any special questions...advise you how to move with the least inconvenience. For facts about the city you're moving to...for instructions on the care of china, glassware, mirrors, heirlooms...for any Moving Day advice you need—write Bette Somers Malone. Address Dept. SM—United Van Lines, St. Louis 17, Mo.

**United**  
UNITED VAN LINES



**Van Lines Inc.**  
(CANADA) LTD.

For Local and Long-Distance Moving, Look Under "MOVERS"  
in Classified Phone Book for Nearest United Agent

More advertisers place

more lineage in The Inquirer

than in any other Philadelphia Newspaper

Advertising  
lineage is the  
final measure of a  
newspaper's sales power



## The Philadelphia Inquirer

Constructively Serving Delaware Valley, U. S. A.

Exclusive Advertising Representatives:

**NEW YORK**

Robert T. Devlin, Jr.  
342 Madison Ave.  
Murray Hill 2-5838

**CHICAGO**

Edward J. Lynch  
20 N. Wacker Drive  
Andover 3-6270

**DETROIT**

Richard I. Krug  
Penobscot Bldg.  
Woodward 5-7260

West Coast Representatives:

**SAN FRANCISCO**

Fitzpatrick Associates  
155 Montgomery St.  
Garfield 1-7946

**LOS ANGELES**

Fitzpatrick Associates  
3460 Wilshire Boulevard  
Dunkirk 5-3557

# SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

**MONEY WILL BE TIGHTER** and prices will be up a little during the first half of 1957, predicted Ben H. Wooten, president of the First National Bank in Dallas, in a recent talk before the Sales Executives Club of New York. But so far, he observed, "tight money has had little or no effect on the sales of consumer goods."

Wooten, whose rostrum appearance in New York was honored by a luncheon turnout of close to 600 sales executives and bankers, sees little in the current tight money situation to alarm sales managers. It is important to understand, he remarked, that "tight money" does not mean that the money or credit supply has been reduced, but rather that the demand for it temporarily exceeds the supply.

**Almost all areas of credit**, he noted, even mortgage debt, have continued to expand. "Business is operating near full capacity and is setting new records in many segments this year. Employment is at an all-time high. Personal disposable income is the greatest in history. Sales in most lines have surpassed anything we have ever seen."

Tight money, Wooten admitted, means higher interest rates for federal and local governments, for businesses and for consumers. But "it seems that **inflationary forces have been reduced** to such an extent that we can hazard the assertion that the increase in interest costs to business are **meager** compared with the increased costs of materials and other things bought by business that would have resulted from further inflation."

**The policy of the Federal Reserve** in keeping a harness on the amount of money in circulation has succeeded in tightening the reins on several of our galloping economic steeds but, said Wooten, "it is well to enumerate what the tight money policy **has not done** from a standpoint of sales results.

"Tight money has had little or no effect on sales of consumer goods as of the end of September, as

evidenced by an increase in sales in 1956 over the same period for 1955.

"Tight money did not stop plant expansion—\$20 billion in 1954; \$26 billion in 1955; \$36 billion in 1956, for a total of \$82 billion in three years.

**"High interest rates** have deterred some corporations from making public offerings and many of them have called on banks to supply their need temporarily. The expansion of business and not tight money has brought about the shortage of available funds.

"Tight money did not affect the purchase of goods by local governments as evidenced by \$32.6 billion in the second quarter of 1956 as compared to \$29.5 billion in the same period of 1955.

**A business decline will not come**, Wooten declared in conclusion, "until unemployment materially increases thus reducing purchasing power. Unemployment can come only if construction is greatly curtailed for any reason, or when capacity for the production of goods has been exercised to the extent that we have large unsold inventories. These negative forces do not seem to be in the offing at this time to the extent that anxiety should develop; therefore, tight money should not greatly reduce sales within the immediate foreseeable future.

**"Our economy is essentially dynamic** and sound. The population is increasing at the rate of 3 million persons per year; the standard of living is rising, and research is opening new horizons every day. We would hazard an opinion that the first six months of 1957 will see even greater activity and that plant expansion will reach its peak. Money will be tighter than now and prices will be up a little. Interest will likely make some further advances. Business confidence is high and salesmen may be sure they will have every opportunity to reap satisfying results."



## Significant Trends (cont.)

**ADDENDA** to prognostications made in our November 10 issue come from John Bentia, president, Alliance Manufacturing Co., Inc., Alliance, Ohio. He currently produces the tiny motors used to power remote control devices, such as radio-controlled garage doors and remote-controlled TV tuners. He believes that the average American has no real conception of the fantastic-sounding, yet possible, remote control devices to come.

Golf balls will no longer get lost. Personal radar sets will unerringly guide a rubber-wheeled "golf-ball finder" down the fairway ahead of you to spot your ball.

On Alliance's drawing boards already is an automatic car parking control which will put your car in the garage by itself after you've carried in the groceries. The next morning the car will be automatically started and warmed up by the time you are ready to leave the house.

**Voice-actuated remote controls** for food preparation will be connected to the two-way radio in your car. Just tell the range you'll be home at six and it will start cooking your dinner—even though your wife may still be out with the girls. And, should the weather turn nasty while no one's home, sensing controls will automatically close windows.

All remote controls, Bentia adds, will be cordless. They will be used as a matter of course to operate movie projectors, radios, television sets, lights, intercoms, music systems, and all heating, ventilating and air-conditioning functions.

Outside, sensing elements buried in the ground will determine turf moisture, soil alkalinity, nitrogen content, etc., to turn on shower heads or set into action chemical feeds. Automatic, remote-controlled lawn mowers already are on the market!

**House keys will go out of style.** Front doors will be opened—and closed—by voice, using a fool-proof coding system.

The cost of these remote-control devices will be within the reach of everyone, Bentia predicts,

pointing out that more complete automation in industry will result in low prices for the devices which will, in turn, bring automation to the home.

**Can you see as clearly** as Alliance's John Bentia the products that you will be marketing in the years ahead?

## BEHIND THE SALES TRENDS

**Small businesses** will grow in number and large businesses will grow in size during the next two decades, according to a duPont Co. forecast. Before 1976, there will be 1½ million new businesses created. The number of small firms will increase from 4.2 million to 5.7 million, and instead of 3,500 large firms there will be approximately twice that number—and they'll be even more fully integrated than now. Incidentally, for the first time in many years, the profits reports of moderate-size or "red chip" companies make better comparisons with last year than is true of the "blue chip" companies.

**Vodka sales** in 1949 were so insignificant that no separate statistics were kept. This year, however, sales are expected to reach 9 million gallons, a 50% gain over 1955 and a fivefold increase over 1952.

**Engineering school grads** are being tapped for industrial sales jobs at a high rate. A study by the American Society of Tool Engineers showed that one out of eight who graduated in mechanical or industrial engineering between 1950 and 1952 is now in sales.

### Retail Sales Map of U. S.

The handsome two-color retail sales map that appeared as a fold-out in Sales Management's November 10 issue has been reprinted as a 11½" x 15½" wall chart suitable for framing. The map was especially prepared to help sales executives visualize the relative size of their markets. States are distorted to show their proportionate share of 1955 retail sales. The map is based on Sales Management's estimates of last year's retail sales, as published in the May 10, 1956 "Survey of Buying Power." Maps are 50 cents each. Write to Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## Should Your Company Go into Direct Selling?

More and more companies want to make it easier and more convenient for people to buy their products. For some, direct selling has been the answer. Here's how to find out if it's for you. Here is a practical way to get the answers to these vital questions:

1. Would direct selling accomplish your objective?
2. How should you go about it?
3. How long will it take to get started?
4. What investment will be required?
5. How long will it take to get on a profitable basis?
6. How much business can you expect to do, and at what rate of profit?

**BY R. L. LONGWELL\***  
*President, The Longwell Co., Inc.*

Any firm with a quality consumer product is justified in considering direct-to-consumer distribution. The variety of items sold in this manner is constantly widening.

Such basic necessities as food, clothing, homes, cosmetics, automobiles, insurance—yes, and even vitamins, are now successfully sold by direct selling methods.

By direct selling we mean the direct solicitation of business to the ultimate consumer. This takes many forms. The original concept of door-to-door selling has broadened to include reaching the consumer in many other ways.

A large part of direct selling\*\* today is done by appointment, leads, referrals, party plan, club plan, telephone solicitation and calling on established customers.

What should a company consider when exploring this method of distribution? There are many things, but of first importance: Do you make

a consumer product of good quality, and is it a repeat item? The repeaters do best because salespeople can build a steady income through serving regular customers.

Next is the matter of gross profit margins. Is it a good profit item? Direct selling usually requires a greater spread between cost of goods and retail price than some other methods of distribution.

After that is the question of usage. Is it something used by broad segments of the consuming public, or has it a limited market?

Then, does it have exclusive fea-

\*Mr. Longwell is a professional sales counselor whose headquarters are in Indianapolis. He has served blue chip companies in widely diverse industries. Among his clients: Avon Products, Inc., Charis Corp., Ford Motor Co., Grand Union Co., The Hoover Co., Lever Brothers Co., Real Silk Hosiery Mills, Inc., and Servel, Incorporated.

\*\*Not including mail order and direct mail advertising which are substantial.



tures which can be demonstrated or capitalized on by salespeople?

And finally, is it priced competitively and within the reach of the majority of consumers?

If the answers to these questions are in the affirmative, the final consideration is: Will you need to change your present method of distribution, or sell the product under a different name? One or the other may be necessary, since it is difficult to sell the identical product by two methods in the same market area. But the same item, with slight variations, can be sold direct under a different brand name without interfering with your present distribution.

Your first step is to determine your chances of success with a direct selling program. Until recently, this was a very expensive and hazardous undertaking.

Happily, that is no longer the case. It is now possible, through scientific methods, to determine accurately (1) the possibilities of success in direct selling, and (2) the best basis for going about it. All for a comparatively modest investment of a few thousand dollars, including the cost of professional services if you need them.

Even the best-known national concerns now can have this done without disturbing their present method of distribution or "tipping their hand" to customers or competitors. All it requires is the setting up of a scientifically designed sales laboratory operation in one or two typical markets. In this way you can test the direct selling possibilities for your product or products and develop the techniques for doing it successfully.

### Your Sales Laboratory

From the sales laboratory operations, these questions can be answered quickly and accurately:

1. Are the products suitable and can they be sold in volume by direct selling?

2. Which method of direct selling is best? What is the best way of contacting consumers?

3. What kind of sales presentation is necessary?

4. What type of salesperson will be most effective—men, women, both? And, must they be full-time, or can part-time salespeople sell the product?

(If you find that your products or services can be sold successfully by women working on a part-time basis, you are really in luck! The reason?

There are thousands of women available and interested in supplementing the family income in this manner. Contrast this with the difficulty of finding good full-time salesmen to work on any basis, a situation which is getting worse instead of better.)

5. What rate of commission should you pay to the salespeople?

(This is readily determined by the accumulation of accurate data from the test selling experience. The amount of sales made per hour by the sales crew establishes the rate of commission necessary.

### How to set Commission

For example: If the average saleswoman, working part-time, can sell \$10 worth of merchandise per hour and needs to earn \$1.50 an hour to hold her interest, a 15% commission is adequate. On the other hand, if she can sell only \$5 worth per hour, a 30% commission is necessary. If she can sell only \$2 worth of business per hour of work, you don't belong in direct selling.)

6. How much of an investment will be necessary?

7. How soon can the program become profitable?

8. What amount of business—and profit—can you expect each year for the first several years?

In addition to answering all these questions, the sales laboratory will also establish (1) the size organization each market will support and show (2) the approximate amount of business you can expect to do in any given market area.

The figures developed in two or three sales laboratory operations will be dependable for the country as a whole, if the tests are properly conducted. This has been proved in numerous instances and in various types of businesses.

The great advantage of direct selling is the fact that the manufacturer (or distributor) can control his own destiny much better than by any other method. He controls prices and the kind and amount of sales effort devoted to his products in each community. Once the selling formula is established, he can build as big a business as he wishes by multiplying the number of people selling his product.

In addition to providing the control of where, when and how much merchandise will be sold, direct selling also can be a more profitable way of doing business. All the salespeople

and most of the managers will be on a commission basis. Sometimes this means a lower overhead compared to other methods.

A good illustration is the difference in sales volume and profits between one of the world's largest retailers, R. H. Macy & Co., Inc., and the leading direct selling cosmetics company, Avon Products, Inc. Avon made \$6.2 million net profit on \$69 million sales in 1955.\* Macy did a \$398 million business in fiscal year ending July 1956 to make \$6.3 million net profit.\* These may be extremes in both cases, yet the majority of the larger direct selling companies net a considerably higher rate of profit than the larger operations of other types.

Whether it is a new company starting in direct selling, or an old-established company wanting to diversify its selling plans, the approach is the same. A thorough investigation should be made and the basic facts established before hiring people and building an organization.

### Lack Proper Investigation

We have seen several instances of companies failing because of lack of proper investigation. They did not develop the blueprints for the entire program before starting to build the organization. The one matter of rate of commission paid to the salespeople can be the key to success or failure. If it is set too high, the company cannot prosper. If it is too low, sales personnel turnover is excessive and selling costs skyrocket.

Furthermore, because of the many variations in direct selling methods, the inexperienced company may choose the wrong plan, or hire as sales manager someone with the wrong kind of direct selling experience. For example, if he comes from a business that is conducted on a door-to-door basis, he may not succeed in the party plan method of selling, and vice versa. The sales laboratory program reveals the type of direct selling which will be best and the experience you must look for in your sales manager.

The sales laboratory concept is not new to the business world. Pretesting of other marketing methods has been done successfully by many companies and is a regular part of the procedure for the introduction of new products by most of the larger companies. It is only recently, however, that equally dependable methods have been developed for testing selling opportunities and procedures.

(\* Source: Moody's Industrials)



The steps for setting up and conducting the sales laboratory operation are:

1. Select a typical, medium-size market area (there are many such for nearly any kind of product).

2. Determine the various economic levels of the market area, so that the tests will include proper sampling at all levels.

3. Appoint a crew supervisor who understands the importance of proper record keeping and knows how to supervise salespeople.

4. Hire a test selling crew of about five persons of the type you would expect to have in your direct selling program. (They should not be "experts.")

(a) Give them a minimum amount of training in the selling methods you think will be best.

(b) Provide whatever sales equipment you think necessary to sell your products.

(c) Set up a means of recording and timing all activities and results in each phase of selling. This would include calls, contacts, presentations and sales, and the amount of time spent in performing these activities.

5. Assign a trained observer to work with the crew and observe how they perform the various activities, and note customer reactions to them.

#### Establish Success Pattern

The observer will help to develop better methods of approach, demonstration or close as needed to improve results. This will continue until a success pattern has been established and proved.

6. Have the crew work a proportionate amount of time (hours of selling) in each living-standard level of the city.

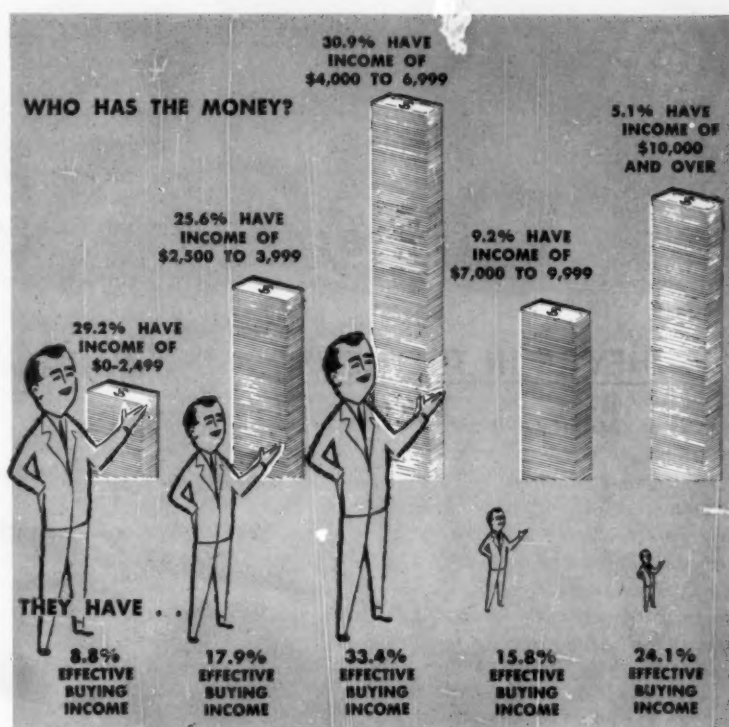
7. Maintain a daily study of the records and continue the field work until the sales results—for the crew as a whole—show a constant average rate in each level.

At the completion of the first test, the company will know its chances of success in direct selling, and can determine the next steps to be taken. If the results are unfavorable, it may decide not to go further. In that event, the information gained will be worth (continued on page 73)

## DIVISION OF U.S.A. CONSUMER Spending Units by Income Groups

For the benefit of users of the May 10 *Survey of Buying Power* and the November 10 "1957 Markets" who wish to convert percentage figures for states, areas, counties and cities into units or dollars, here are the U.S.A. figures:

INCOME GROUP	CONSUMER SPENDING UNITS	DOLLARS (ADD 000)
\$0 -2,499	16,195,314	23,448,821
2,500-3,999	14,222,908	47,643,352
4,000-6,999	17,139,594	88,738,492
7,000-9,999	5,130,221	41,883,813
10,000 AND OVER	2,817,904	63,886,847
	<b>55,505,941</b>	<b>265,601,325</b>



#### CUMULATIVELY THIS MEANS:

EARNERS UP TO \$2,499 HAVE	8.8% OF INCOME
EARNERS UP TO 3,999 HAVE	26.7% OF INCOME
EARNERS UP TO 6,999 HAVE	60.1% OF INCOME
EARNERS UP TO 9,999 HAVE	75.9% OF INCOME
EARNERS UP TO AND INCLUDING OVER 10,000 HAVE	100.0% OF INCOME

PICTOGRAPH BY  
Sally M. Hargrett  
Designed by HILL GARDNER, INC.





## Wall Street Gets a "First": A Lady Tycoon

But Josephine Perfect Bay, widow of financier-diplomat Charles U. Bay, would probably rap your knuckles for calling her a lady tycoon. She's made news on the first pages of American newspapers and in financial circles by becoming chairman of the board and president of a major Wall Street financial house. As head of A. M. Kidder & Co., Inc. — one of the street's oldest and richest firms — she becomes the first woman ever to have achieved such a place in the financial sun. Her husband, who headed the firm until his health failed in '54, had always thought of her as his partner, taught her well. And she began to move into his firm over two years ago, a year later was elected a director of American Export Lines. . . . Josephine Bay, a tall, stately person, scoffs at the idea of women as mere coupon clippers. She feels that women — she calls her sex "the purchasing agents of the world" — know a great deal about the value of money and are capable of handling it on men's terms. (As a girl she and her sister, a noted artist, ran a successful greeting card business of their own.) She's always handled her investments, deprecates the man who keeps money matters from "the little woman." The little woman often outlives him, is handed the management of an estate with no background for handling it. Josephine Bay hopes to change that kind of thinking. And she's in the spot to do it.

## THEY'RE IN THE NEWS

BY HARRY WOODWARD





GUY GILLETTE—LENSGROUP

### Baby Products or Surgical Dressings: It's All J & J to Robinson

Vincent J. Robinson, neat, well groomed, looks like an ad for a hair brush company. You're not surprised, meeting him, to find he's the new v-p in charge of marketing for Tek Hughes, Division of Johnson & Johnson. The division, of course, makes tooth brushes, hair brushes and combs. Robinson began his Johnson & Johnson career in Minneapolis, as a junior salesman for surgical dressing. A Midwesterner, he attended the University of Minnesota, left college to work for J & J. After a year the company decided he was a big boy, sent him out on his own as a regular salesman in Wisconsin. The executives at J & J headquarters in New Brunswick, N. J., got their first look at him when he was brought east to work for the then-sales manager, now—chairman of the board at Tek Hughes. Like many J & J executives, he's an avid fisherman. He and "the boys" have cast lines from Manitoba to the Florida Keys.

### ◀ "It Became Obvious . . ." So Motorola Got a Salesman

It was New Year's day, 1940 — and cold as a complaint clerk's heart — when S. R. Herkes, l., (new consumer marketing v-p for Motorola, Inc.) journeyed to Chicago. He wanted a sales job with Motorola's Chicago distributor. "When the Depression knocked the job out from under me," he says with a far-off look in his eye, "I went on the road. Covered Iowa, selling everything from radios to commercial refrigeration." His biggest competition: Motorola. "Decided it was an up-and-coming company." With that philosophy, he had no trouble getting his sales job. And until 1956, when the parent company brought him in to be v-p in charge of sales, he stayed with the distributor (now a factory-owned Motorola branch) . . . "Ted" Herkes believes in selling Motorola through its "features"—no "gimmicks." His greatest (and pardonable) pride: In 10 years of sales administration at Motorola's branch, *not one of his salesmen ever left for another job.* . . . The Herkes' and their three daughters live in Riverside, Ill., near a golf course, where he goes "to get my brain aired — and to escape all those women at home." With him here is Otto Graham, who's been helping Ted promote Motorola.



## All about Ginny... The Doll Who Started A Toyland Revolution

Around Ginny revolves one of the smartest merchandising plans ever to create hot news in the toy business. The idea: Sell the doll, undressed, at \$1.98—then sell scads and scads of high-style fashion clothes and accessories to tog her out.



**SMALL BUSINESSWOMAN** Mrs. Graves speaks out for tax relief for little business at recent National Assn. of Manufacturers convention. She started business 30 years ago to support her children, now owns two plants.



**BEST-DRESSED DOLL** is Ginny's well-founded boast. Mrs. Graves has Ginny and Ginette made outside, devotes her plants to dressmaking. Her daughter Virginia, doll's name-sake, designs all the outfits.

Once upon a time all good little girls went to bed on Christmas Eve entreating Santa to bring them the biggest, prettiest, cuddliest doll in his pack.

This year they are likely to be asking for the most modish doll.

Responsible for this phenomenon is "Ginny," an eight-inch clotheshorse who is treasured, stocked and pushed by toy buyers the country over because of her astonishing ability to maintain a seemingly never-ending cycle of repeat sales.

Heretofore dolls were bedecked as sumptuously as their manufacturers knew how and hopefully arrayed on the counters. They sold or they didn't. But Ginny appears only in her shoes, socks and panties at a disarming \$1.98, the first doll ever to be accompanied by a custom-fitted wardrobe of some 80 outfits costing from \$1 to \$4, and restyled annually.

Also scaled especially to her diminutive proportions is a wide assortment of accessories, luggage, furniture, jewelry—even a pet puppy. And last year Ginny got a baby sister, "Ginette," who is almost as lavishly endowed.

Few Ginny dolls are purchased without a few outfits and accessories. One store placed the usual starting order at \$25. And the shopping continues, month after month. As one startled father exclaimed after adding up the year's tab: "Jeepers! I've spent \$41 on Ginny!" Any sales or merchandising expert reading these facts will immediately draw a parallel with the razor blade business.

More and more toy and department stores have been plugging Ginny in newspaper advertising, in windows and store promotions, since 1951, when she broke through the prejudice against a tiny, undressed doll.

Today Vogue Dolls, Inc., Medford, Mass., who sponsors Ginny, estimates that one out of every four girls between four and twelve years of age owns a Ginny.

The genius who took doll clothes out of mother's sewing basket is grandmotherly Mrs. Jennie H. Graves, who has been in the toy business for 30 years. She hit on the small-doll high-fashion idea in 1946. But it wasn't until she gave Ginny a single name and talked five big eastern department stores into giving her full window and ample inside display space (with cooperative advertising) that the revolution in dollhood really got under way. Each of these five stores sold out within hours. Buyers even drove to Medford to snatch their orders off the assembly line. And Mrs. Graves kissed all her other dolls goodbye.



Ginny's fabulous 80-garment wardrobe includes reproductions of conventional children's clothes plus such not-so-typical items as a nun's habit, bridal dress, and a selection of gowns that would shine at Buckingham Palace.

Some of the special accessories her five million "mothers" find it difficult to deny her are: ice and roller skates (.60c); assorted plastic eyeglasses (.25c); beach roll (\$1); headband and matching gloves (.25c). Moreover she can live in her own dollhouse (\$6) with her own dog (\$2) and relax on her own slide, swing and glider set (\$8).

Should she decide to take off, there's a fitted overnight bag (\$1), while for longer trips she requires a larger case (\$6).

Someday, when the right young doll comes along and Ginny decides to marry, the lucky "grandfather" can send her off with the special Ginny trousseau, complete for \$30!





**SPEEDY ORDER-HANDLING**, using IBM equipment, ▲ is another reason why Ginny has survived original flashy success. Inundated by the first triumphs, Mrs. Graves not only fell behind in production but in shipping, billing, etc. Now bills go out a day after shipments; stock control reports are available daily. Rapid service on such an extensive clothes inventory accounts for much of Ginny's continued success.

**STORK CLUB FASHION SHOW** introduced Ginny's ► annually redesigned "line" last year to a critical audience of celebrities' daughters (left). Jayne Mansfield (right) was one of many who came with their youngsters to the Stork's first hot-dog-and-coke style parade.

**LITTLE "GINETTE,"** born a year ago, is a manufacturing marvel. She's the smallest drinking-wetting-crying baby doll in the business. Eight inches high like her sister, her wardrobe numbers a modest 16 creations, but she does require such equipment as a drop-side crib (\$3), a baby bath (\$2), wading pool (\$2) and diaper pak (\$1).

Catering again to little girls' innate fashion sense, Vogue Dolls, Inc. designs many matching outfits for Ginny and Ginette. ▼



## AN EDITORIAL

# Get That Extra 10%—Now!

The prognosticators seem fairly divided between those who expect tough sledding for nearly all businesses next year, those who think the snowball of rather universally good business will keep rotating forward through at least the first half of 1957, and those who expect rolling adjustments to depress some industries but keep the over-all economy steady.

We have no crystal ball. But it does seem that the upward pressures are lessening and, if that is true, competition will be tougher next year. There may be a slowing down in spending because of "unknown worries"—an unconscious holding back because of uncertainty about unknown events (Russia, Middle East, our alliances, Ike's health).

Then, too, there are more tangible reasons. Money is tight, and is likely to remain both tight and expensive, as far into 1957 as we can see.

The aspiring home builder finds that there is no 4%-4½% mortgage money and that he will be lucky to get it for 5%-5½%. Many aren't getting it or aren't accepting it, and home starts are falling off.

Perhaps it's a bit early to call the turn on 1957 automobile sales, but there are hints that actual sales, in contrast to "crowd interest" in the new models, have not come up to Detroit's expectations.

Corporate profits seem to be leveling off or declining—not because 1956 sales are down in most companies, but because the gross margin has shrunk as a result of higher material costs, upped union labor contracts, higher interest rates and the like—and many manufacturers find themselves unable to pass these increased costs on to household and industrial consumers.

Business has been at a peak in 1956, and if corporate profits decline while business is at a peak, what will happen if business activity slows down? The answer seems obvious.

And who is most likely to be hit first if the board of directors should decide to pare expenses?

You, my friend, are likely to be hit first, if history repeats itself.

Your budget for advertising and promotion will be slashed, and you will be asked to "get along" with fewer salesmen.

This isn't a *prediction* of what will happen. Sales *may* come easier in 1957 than we now anticipate—but the best *insurance* of better sales and better profits is an **INCREASED** sales and advertising budget.

Arno H. Johnson of the J. Walter Thompson Co. argued soundly in our November 10 issue, "A 10% increase in selling and advertising effort is needed now if we are to reverse the 1956 slowdown."

We say: Arno Johnson is right. Fight for an increase of *at least* 10% in every sector of the 1957 sales budget—for the sales force, for advertising, for sales promotion.

Subsequently, if profits aren't satisfactory, the directors may slash, but if you get an increased budget now, the slash might cut you back only to present levels—and even more likely is the possibility that the extra 10%, if wisely invested, will increase sales to a point where they will make up for the lowered gross profit margin.

**Philip Salisbury**  
Editor and Publisher



**the salesman whose catalog  
was 13 days late**

Few salesmen, or products, are so superior they can consistently give competition a 13-day head start in the race to land an order. Yet thousands of companies so handicap their salesmen and products by making ready buyers write for catalogs they have lost, misfiled, or never had, and wait an average of 13 days to get them. In the meantime, a salesman whose catalog *was* on hand may already have the business.

Research shows that when prospects for industrial products are ready to start buying they almost always want catalogs first . . . to provide preliminary buying information, and as a guide to "whose salesman to call in." And the catalogs a ready buyer uses *first* are the ones he already *has*, and can *find*.

On the adjoining page are some important facts about "the catalog problem" as it too widely exists today . . . the reasons why it is so important to *make sure* your catalog is neither late, nor lost in the shuffle, when important prospects need and want it.

how  
often  
is your  
catalog  
13 days  
on  
its way



## ...to a fate like this?

There are many excellent catalogs in the picture above. But the 748 companies which supplied them—upon request from an important prospective customer—took an average of 13 days to do so. Just as importantly, their collective number and dimensions are such that to file and index them for quick and easy reference the *next time* they are wanted presents an almost hopeless problem to most offices.

Thus, even the *best* catalog loses much of its effectiveness when prospective buyers must write and wait for it—and when it isn't freed from being part of a troublesome-to-file, difficult-to-index, hard-to-use collection of individual catalogs.

This is why over 1,700 companies now employ Sweet's catalog services:

- ... to file their catalogs *before* they are distributed
- ... to index them *three ways* for maximum reference value
- ... to distribute them every year, to their most important prospects, in bound catalog collections that cannot be lost, present no storage problem, and are always on hand *whenever they are wanted* by prospects who are ready to buy.

If you want to make sure your catalog works at peak efficiency—all the time—at the job of producing more invitations for *your* salesmen to call on ready buyers, contact your nearest Sweet's Catalog Service office.

## Sweet's Catalog Service

a division of F. W. Dodge Corporation

designers, producers, and distributors of manufacturers' catalogs for the industrial and construction markets  
119 West 40th Street, New York 18, New York  
also Atlanta 3, Boston 16, Buffalo 2, Chicago 54, Cincinnati 2, Cleveland 15, Dallas 1, Detroit 26, Los Angeles 17, New Orleans 12, Philadelphia 7, Pittsburgh 19, St. Louis 1, San Francisco 5



## NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**Coordinated Sales and Advertising; How To Get Better Retail Support for Your National Advertising; Trade Shows and Company Exhibits.** Published by Printers' Ink Books, Pleasantville, N. Y. Price \$10 each.

These paper-bound books, written by *Printers' Ink* editors and contributors, are termed "Portfolios for Planning." They are reprints on specific subjects, by experts in the field, from issues of *P. I.* Object: to provide the busy executive with the basics of a subject briefly.

**Short Course in Supervision.** By F. C. Minaker. Published by The Dartnell Corp., Chicago 40, Ill. Prices, in quantity, on request.

This little manual is a good pass-along item to anyone, acting in the capacity of supervisor, in an organization. The author wrote the well-known *A Short Course in Human Relations*. A good supervisor, he says, is a triple-threat man: He must manage, teach and develop the highest level of effective human relations. He attempts, here, to provide guideposts to such efficiency.

**So You Have to Make a Speech.** By Daniel R. Maue. Published by The Updgraft Press, Ltd., Scarsdale, N. Y. Bulk prices on request. Single copy, \$1.

Every executive has to make a speech on occasion. The author attempts to make it as painless as possible for you and your audience. His aim, actually, is to make it interesting for both.

**Business Speaking.** By James F. Clyne, Charles A. Dwyer, Edward J. Kilduff and Ralph M. Zink. Published by Oxford University Press, 114 Fifth Ave., New York 11, N. Y. Price, \$3.75.

The authors are members of the staff of The School of Commerce, Accounts and Finance of New York University. This book is "a brief, practical text and workbook to meet the requirements of a course in business speaking." But it would be suitable for any businessman who wants to learn the fundamentals of business speaking.

**The Selling Power of Packaging.** By Vernon L. Fladager. Published by McGraw-Hill Book Co., Inc., 330 West 42nd St., New York 36, N. Y. Price, \$3.50.

The importance of packaging and its increasing impact on sales can hardly be overestimated. Here an authority on the subject tells you how to look for good packaging designs. He also tells you of key business problems that good packaging can solve. "Eighty percent of all dry groceries are sold in self-service," says Mr. Fladager, pointing up the importance of good packaging in the grocery field. The new consumer, he adds, expects more extras of you, is better educated, expects a steadily rising standard of living, and is either "a lot younger—or a lot older."





## PACKAGING Is a Teamwork Operation at Nabisco

Ten top executives serve on a Packaging Committee. Year-round, they design, modernize, test and explore to be certain the firm's foods are getting all possible benefit from the promotional value of up-to-date dress.

*An interview with*

**H. F. SCHROETER • Director of Advertising and**  
**D. H. NEVITT • Director of Marketing,**  
**Sales Department, National Biscuit Co.**

This week some 3,000 Nabisco salesmen will be squeezing onto baked goods shelves another promising product, the latest addition to the Nabisco line. The nation's food stores already carry from 20 to 200 Nabisco foods.

This newest member of the family is a pound of English-type cookies called "Deluxe Assortment." It's making something of a stir in baking circles because of its relatively high price—69 cents. As Nabisco's management sees it, "Deluxe" is "the finest English-style mass-produced cookie on the market." Their introduction is being supported with both consumer and trade advertising and an aggressive promotional program.

Into the preparation of the product

went a year or more of planning and work, not only in developing the cookie, but in producing the right package for it.

The Deluxe package design project was just one of the multitude of package problems handled last year by the company's Packaging Committee.

This committee is concerned with the company's over-all packaging program. It is a coordinating agency, unifying the activities of the many individuals and departments that play a part in packaging development. At any time it has under way both long-term and short-term objectives. Here are typical examples in each category:

### *Long-term.*

1. Preparation of a new package,

which may entail consumer and dealer research on such matters as types of seals, size and shape of inner packets, position of opening, size and shape of package. Meanwhile, Raymond Loewy Associates is busy making up several package designs from which a final choice is made. Since the company introduces a number of new items each year, there are always such new-package projects under way.

2. Redesign of an existing package. This may entail only a minor change, or it may mean complete revamping.

3. Reappraisal of existing packages, with a view to winning greater consumer acceptance and increased sales, or cutting production costs.

4. Greater coordination of packages, to capitalize on the Nabisco reputation.

### *Short-term.*

1. Deciding on a minor change, such as use of a different ink or type of lettering, or other single element.

2. Hearing a report on a new material, from the Laboratory Department.

3. Study of change in position of a carton opening.

(See box, page 40, for membership on the committee.)

The existence of the Packaging Committee as an important element in Nabisco's management program is

◀ **NEWEST NABISCO PRODUCT**—a deluxe assortment of English-type cookies—is offered in a cellophane-wrapped package resembling a candy box. Top is pink; script is red. Cookies on sides of package are in color. Raymond Loewy is designer of this box which was in preparation more than a year.



**RITZ BEFORE** its package redesign had less "sell" in its appearance. Design was good but plain.



**RITZ AFTER** redesign has new words on front. Ritz is repeated on tip in case of end stacking.

a reflection of the steadily growing importance of packaging in food marketing. In this era of self-service and impulse buying—and strong competition within the industry—the package must capture the attention of the shopper, identify the contents, show that the product is a member of the Nabisco family. It must protect the contents, be easy to open, and easy to close to keep the contents fresh for later use. That adds up to a lot of requirements. In the case of a new product, the package must achieve all those ends; in addition, it must be "promotable" in advertising and display activities.

The new Deluxe package design was one of three submitted by Raymond Loewy Associates. One was discarded as "too modern"; the other, showing cookies on a silver tray, was voted down as less distinctive than the design selected.

The agenda of a typical meeting of the company's Packaging Committee may include a dozen or more main subjects, plus many others touched on briefly. The firm's 200-odd packages are always subject to the process of evolution, though many of the changes are so slight as to be almost imperceptible. A different method of sealing, a change in the position of the carton opening, a new shade of ink, a new lettering design—these are typical concerns of the committee.

One of the most important packaging projects of recent years was the redesigning of the famous triangular red NABISCO seal. If the minutes of meetings and all reports and papers incident to the job had been preserved, they would form a sizable library. Getting the seal onto all 200 Nabisco products as a means of family identification was an operation that began in 1951 and lasted three years. Except for being centered in a triangle (which appears on the upper left corner of all Nabisco products), the seal



**THE OLD PACKAGE** for Premium Crackers enjoyed a long life, even though the four inner packages shown here are relatively new. Blue ribbon trademark appeared prominently; it has been dropped from new package.



**THE NEW PACKAGE** stresses the word Premium. It gets family identity for other Nabisco products with angled logotype. Arrow featuring cracker's Golden Glow calls attention to color reproduction of the product.

is the same as that shown on the ends of the firm's packages and elsewhere. It is an adaptation of a 15th Century Venetian printer's sign, chosen by the firm to identify its products in 1900, two years after its founding. Through the years it has changed but slightly. At one time the term "In-Er-Seal" was shown inside the seal, then the initials "N.B.C." This gave way to the brand name NABISCO in capitals. An oval as frame for the word has been retained.

The Packaging Committee was organized in 1948. Meetings are held about once a month. The agenda is prepared in advance by A. A. McCurry of the Packaging Division, the committee's secretary.

Contributions of members vary according to their experience and interests. If, for example, a new product is to be brought out, the tempo of the preparation of the package depends to some degree on reports from the Laboratory and Purchasing Departments as to the availability of materials. A report from the Sales Department that sales of a graham cracker are leveling off sparks discussion as to how a new package feature might help. As a result, certain members of the committee may be assigned work on the problem of improving the package opening, and asked to report at a later meeting.

### What Consumers Prefer

One of the biggest jobs of recent years was the change-over to four separate lengthwise inner packets for saltines, each wrapped in a moisture-proof wax packet. Before the change there had been house-to-house sampling to learn whether women preferred wax paper or cellophane containers, whether they liked the long single packets or preferred cube-shaped ones, and where the carton should be opened. Weighed against consumer preferences are such factors as, "What will this cost? Can we use existing machinery or must new equipment be developed?"

The Laboratory Department committee member must be consulted regularly and often on such points as: "Will the adhesive for such a closure have an odor? Will it impart an odor to the product? Can this package be resealed? Will it be necessary to use a knife to open the package?" Some potentially fine plans die a-borning because Laboratory says no—for example, to the idea of enclosing a sample of a new product, in a glassine envelope, in the package of a best-selling item. The ink for the glassine envelope would have imparted its odor to the crackers with which it was enclosed.

### Agenda for Typical Packaging Committee Meeting

New method of opening shipping containers.  
Possibility of using rigid plastic material.  
Twin-Pack wrapping for additional varieties.  
Change in design of Bag-Tag for cellophane bags.  
Competitive packaging.  
Tear-resistant features of various waxed glassine papers.  
Design for New Golden Glow Premium Saltine package.  
Feasibility of including sample of another product in a package.  
Possibility of using advertising inserts on other products, in major product packages.  
New method of coding bundles for easier identification and processing—throughout distribution system.  
Consideration of special design features of a package—in relation to character and appeal of product.  
Study of designs submitted by package designer for a particular product.  
Availability of materials to meet future requirements.

### Cast of Characters

E. S. Moore, Jr., executive vice-president  
T. F. Burke, vice-president, Bread Department  
D. H. Nevitt, director of marketing, Sales Department  
J. A. MacDonald, executive assistant to vice-president in charge of sales  
N. E. Cave, general manager, Special Products Division  
H. F. Schroeter, director of advertising  
E. A. Ostocka, executive assistant to vice-president of operations, Production Department  
E. A. Lindquist, assistant director of production for packaging  
E. J. Monahan, Laboratory Department  
A. A. McCurry, manager, Packaging Division, Purchasing Department (secretary of the committee)  
Note: In addition, a representative of Raymond Loewy Associates usually attends the committee meetings.

When a company's products sell at the rate of \$1 million a day, 365 days a year, the discontinuance of a product or a change in name or trade symbol is bound to disconcert a certain number of loyal consumers. Such changes must be carefully weighed. The 59-year-old trade name "Uneeda" is still retained for one type of soda cracker, but is subordinate to the over-all Nabisco brand name. The famous symbol, the boy in raincoat and rain hat, has not been featured in advertising since 1940. It was discontinued partly because there is no longer major news value in moisture-proof packaging, and partly because of the expense in printing the symbol—eight different ink colors were used in the process. The figure is retained, however, as a black-and-white line drawing background for the page numbers of the company's annual report and employee magazine.

Nabisco is one of the nation's largest producers of printed cartons. It has printing and carton plants at

Beacon, N. Y., and Marseilles, Ill. Some board is also produced at Marseilles. In addition to cartons, the company uses large quantities of cellophane bags, cellophane trays and bread wrappers.

The average American family uses about 38 cartons of one sort or another, each week, and it is reasonable to believe that several of these bear the seal of the No. 1 biscuit and cracker baker of the nation, Nabisco. But the very size of the company and the number and variety of its products are, in a sense, a handicap to be overcome.

To ensure that grocers' stocks of Nabisco products are adequate, fresh and well displayed, the company has the merchandise arranged on the shelves by 3,000 salesmen. They work out of 250 sales branches and visit the stores an average of once a week. Deliveries are made by a fleet of 2,000 trucks; the salesmen follow later to put the merchandise on shelves according to a planned pattern. Jobbers



**IN INDIANAPOLIS**

*they Buy More because they Have More!*

● Permit us one sweeping claim about the Indianapolis market. No matter what you're selling—from vacuum cleaners to pipe cleaners—you'll do fine here. Our Furniture-Household-Radio Store sales are 22.4% above the national average . . . Drug Store sales are 82.4% over . . . and our general merchandise sales beat par by 82.6%! In fact, among cities over 600,000, we rank 7th nationally in retail sales per capita. And our average income per family is \$6,669 . . . fully 39.3% above the national level!\* Now, consider these other significant facts about Indianapolis:

- It's Big.
- It's STEADY . . . unsurpassed for diversification and balance of industry and agriculture.
- You get SATURATION COVERAGE of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. Write for complete market and circulation data.

**KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES**

\*Sales Management, Survey of Buying Power, May 10, 1956

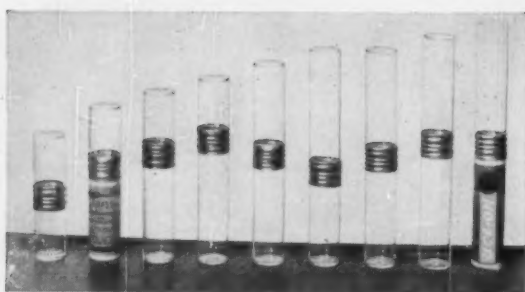
**THE INDIANAPOLIS STAR**

**YOUR FIRST TEAM FOR SALES IN INDIANA**

**THE INDIANAPOLIS NEWS**







**NEW LERMER PLASTIC COUPL-VIALS COMBINE SIZE FLEXIBILITY WITH PACKAGING BEAUTY AND UTILITY In Color Combinations**

... can be used to package one or two different or related products in one long container!

LERMER'S new PLASTIC COUPL-VIALS are supplied in threaded cap and body sections joined by an aluminum coupling. Difficult-to-package products are packaged with ease, with beauty and utility. Sizes can be varied to your needs ... 1" x 4" to 1" x 8" vials are available from stock ... plus many more sizes on special order. By inserting a separator in the aluminum coupling, one or two different or related products can be packaged in the same vial. Write for complete details.



**LERMER PLASTICS, INC.** 538 South Ave.  
Garwood, N. J.  
REPRESENTATIVES IN THESE CITIES: Rochester, Memphis, Miami, Cincinnati, Columbus, Cleveland, Chicago, Detroit, Minneapolis, San Francisco, Los Angeles, Toronto, Philadelphia.

PIONEERS AND SPECIALISTS IN PLASTIC CONTAINERS

handle sales of cereals and dog foods, marketed by the company's Special Products Division.

Since it is impractical to advertise extensively each of the firm's 200 products (many are sold in relatively small volume), some 20 to 25 leaders receive the bulk of national advertising support. The package is always shown in consumer advertising. In many instances it is the theme of a special promotion. The triangular seal, featured strongly in advertising and promotion, leads shoppers to identify the lesser known varieties with the more popular, better known products.

In the fall of 1954, for example, there was a national advertising campaign, in consumer publications and on television, to call attention to the moisture-proof, closable single-packet method of packing Premium Saltines. Advertisements carried illustrations of water running on the wax "in-er-seal" packet, and showed the pound carton, open at one end, with the four individual packets protruding. Other illustrations showed the advantage of single stacking, which makes it easy to remove one cracker at a time, and the ease of resealing to protect uneaten crackers. McCann-Erickson, Inc., New York, is the advertising agency.

Though packaging is only one of Nabisco's several activities, it is certainly a major one. There is nothing static about it. As company executives see it, five years from now not one of their packages will be exactly the same as it is today. **The End**

**THE QUAD-CITIES**

NOW OVER

**1/4 MILLION PEOPLE**

WITH

**57% ON THE ILLINOIS SIDE**

ROCK ISLAND • MOLINE • EAST MOLINE

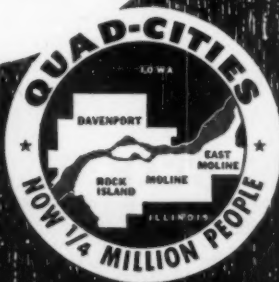
where 9 out of 10 families read

THE ARGUS or THE DISPATCH

Quad-Cities' Largest  
Combined Daily Circulation

**The Moline Dispatch**  
**The Rock Island Argus**

THE ALLEN-KLAPP CO., National Representative



**Next Issue**

Be sure to read the regular three-part monthly feature dealing with Sales Promotion. It's a special "Sales Management" section devoted to:

"Tools for Selling," a case history on the use of visual aids or mechanical helps to selling.

"Mail Promotion," an interesting column on direct mail by Janet Gibbs.

"Sales Promotion Idea File," a collection of usable ideas, edited by ad man Larry Schwartz, that might help you put sparkle into your next campaign.



## How to give an ad a happy ending

Of course you want your ads to have real stopper illustrations and copy that sings while it sells.

But do your ads *complete the sales job* by sending prospects to your dealers? They will, if you use . . .



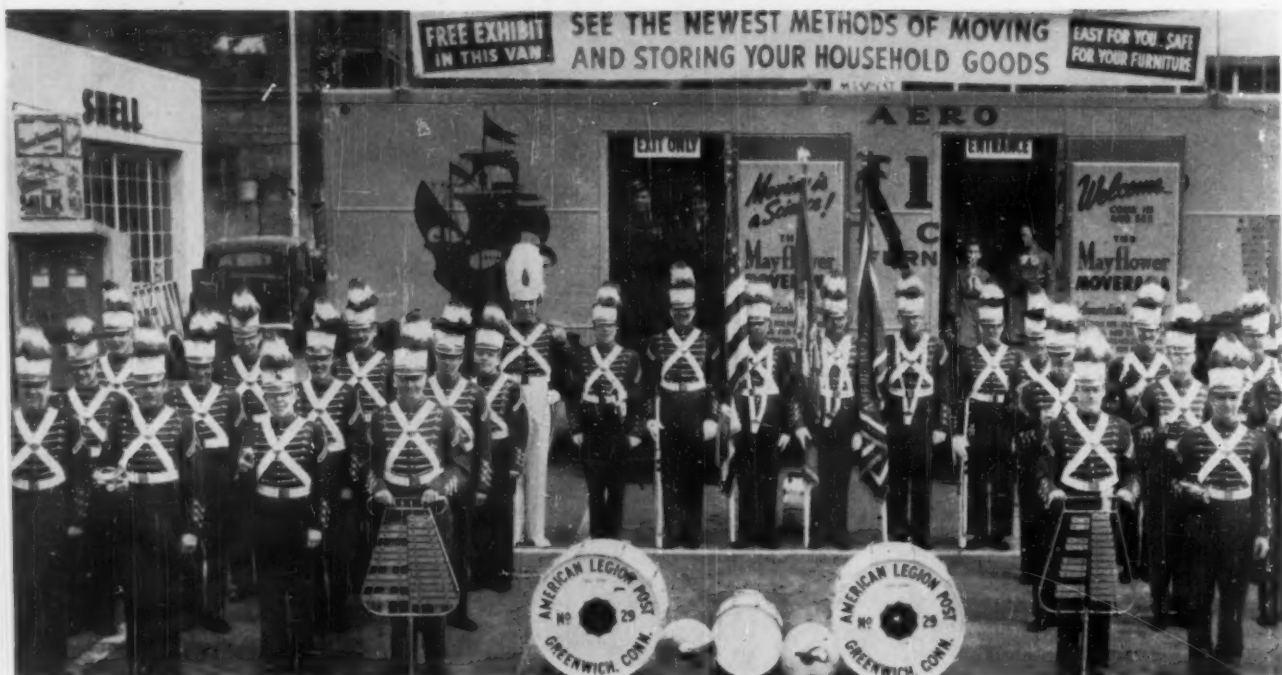
1. Trade Mark Service in the Yellow Pages of telephone directories to tell their prospects "Where to buy."

2. The Yellow Pages emblem (lower left) in your advertising to remind prospects it's easy to "Find your nearest dealer in the Yellow Pages."

Trade Mark Service and the Yellow Pages emblem help make more sales from your advertising — by telling readers "Where to buy it."

Indeed, a happy ending for any advertising program.

Art work of YELLOW PAGES emblem for use in print and TV advertising is available from the Trade Mark Service Representative at your Bell telephone business office.



## Mayflower's Moverama

# Moving Showroom Packs in Prospects

During the last 18 months, a trio of furniture-moving vans, bearing name and insignia of Aero Mayflower Transit Co.,\* participated in some missionary "moving" work around the U. S., stopping in more than 250 cities. Mayflower has exhibited its three "Moverama" vans at more than 160 home shows, state and county fairs and festivals, and other special events. En route between such bookings, which average a week in length, "Moverama" has made short day or two stopovers at another 100 cities for local holiday events, new storage warehouse openings, and exhibits at agents' headquarters.

The eastern "Moverama" van visited the Canadian National Exhibition at Toronto recently and was viewed by more than 10,000 persons. Mayflower Canadian agents already have moved households to Florida, California, Minnesota, Ohio and New York, and have "inquiries galore as a result of that showing!"

Moverama is credited with helping to increase 1956 sales from the 1955 figure of \$32,979,000 to what will be something over \$37,500,000 by the end of this year.

\*Indianapolis

Henry Lamkin, vice-president, Sales, reports that "Moverama" has contributed to the extension of company activities beyond the U. S. and Canada, was a factor in establishment of an overseas shipping service to Germany and ultimately to most parts of the world. It was started in cooperation with the American Express Co., which will act as Mayflower's exclusive agent outside the U. S. and Canada.

Says Lamkin, "We were the first company in the household goods industry to be granted a 48-state operating certificate, and while there are now more families moving over state lines than ever before, there also is more competition each year for the job of moving them."

Thus, "Moverama" was created to help sell Mayflower's services to a restless public.

Although figures show the company to be in the "top 10" of household goods movers, and in dollar volume one of the 10 largest motor carriers in the nation regardless of commodity, management realized that many people still think of moving in terms of the "old days." Everything out of place—nothing to sit on, sleep on, or

eat off for days, before and after the move.

Immediate results aren't the only goal of Mayflower's "Moverama," Lamkin points out. "We feel that every person who views our exhibits goes away with a better knowledge of the planning and handling which make a Mayflower move. All our 'Moverama' visitors aren't immediate moving prospects and many may never be. But, if they are ever faced with a move, the chances of their thinking of Mayflower are quite good, I'm sure."

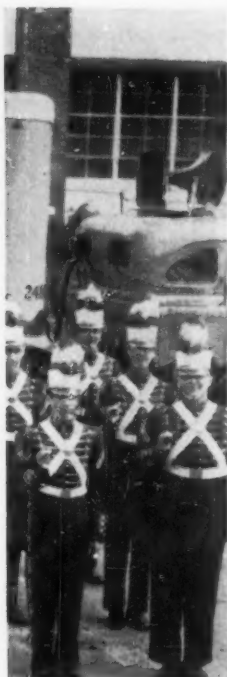
The company's idea of using its standard moving vans for the "Moverama" displays is predicated on a wish to duplicate actual moving, packing and storage conditions.

All Mayflower vans are equipped with street-side doors which provide easy access to partial loads in instances when household goods of two or three families are transported in the same van. These doors are utilized as entrance and exit to the "Moverama" display. Interior exhibits are set up in the forward and rear portions of the van and along the walls opposite and between the doors.

Shown along one wall are: a cloth-

SALES MANAGEMENT





CENTRALIA, WASH., is one of the hundreds of towns that have been visited by a Mayflower Moverama van. The local representative, Hub City Transfer & Storage, gave away four toy Mayflower van replicas each day during van's stay at local fair.

◀ ACROSS THE COUNTRY—In Greenwich, Conn.—another Moverama van was building good will. The occasion was the Memorial Day parade. The van was strategically parked to receive heavy post-parade traffic—including this Legion Band.



PICTORIAL DISPLAY of Mayflower packing and moving services greets visitor as he enters the door. Automatic projector shows color slides.



LOOKING TOWARD THE FRONT of the trailer, the visitor is impressed with modern padding and cartoning of household items and breakables.



LOOKING TOWARD THE REAR, Moverama visitors can note complete display of various sizes and uses of cartons. At left is baby grand piano.



GOING THROUGH the exhibit, these interested people are being shown the Mayflower way of packing a lamp-shade—in its own special carton.



# Executive Gift Plan

TASTEFUL • DISTINCTIVE • GRACIOUS



Say it with  
Flowers-By-Wire



Plants and flowers leave a lasting impression  
... a constant reminder of your thoughtfulness  
and good taste. Think of flowers first this Christmas  
and every time a business gift is in order. Distance  
is no barrier — F. T. D. service is world-wide.

It's so easy to Wire Flowers



**EASY & FAST.** Just call the florist who displays the MERCURY EMBLEM. He takes care of everything in minutes.



**WORLD-WIDE SERVICE.** 20,000 F. T. D. and INTERFLORA members serve you around the globe.



**GUARANTEED DELIVERY.** Delivery is fully assured. No worries about it "getting there."

Florists' Telegraph Delivery Association, Headquarters: Detroit, Michigan



ing wardrobe, special cartons for linens, lamp shades, books and mattresses, and square barrels for dishes. Each is packed with the type of household goods it is designed to carry. The visitor sees the items through large windows in the containers.

At the van's rear is a display showing the modern, palletized method of storing goods in a warehouse. The visitor sees furniture stored on a wooden pallet, with each piece separately wrapped for protection. Then the furniture on the pallet is enclosed in cardboard; again windows in the carton provide a look inside.

Front section of the "Moverama" van shows various furniture pieces padded and tied into the van in a method used by Mayflower in an actual move. A pad display shows the multiplicity of covering sizes and styles for each type of furniture and appliance, including stoves and refrigerators.

Fastened to the top of the van are rugs in specially designed strappings. Between the entrance-exit doors is a piano with its special cover and mounted on a skid board for easier handling.

Van drivers and local Mayflower agency representatives serve as guides, explaining wrapping and packaging methods. Opposite the entrance is a continuous, automatic showing of 15 color slides delineating various steps in a Mayflower move.

Keyed to each "Moverama" exhibit are handout materials including Mayflower moving hints in folder form, imprinted with the local agent's name. Also displayed is a complete list of Mayflower agents in the U. S. and Canada.

Mayflower has tied in the "Moverama" with its exclusive agents in franchised territories. All bookings are set up at agents' request; each appearance is promoted locally by the agent, through newspaper advertisements, letters to traffic managers, business leaders, and others to whom the agent wishes to send personal invitations. Stories for newspapers and other media are handled both by the agent and by Mayflower directly.

In some cases, smaller showings, such as openings of new agent warehouses have "proved just as productive as home show and fair exhibits. One single day showing of the van turned up scores of prospects for intrastate and interstate moves for the local agent. While Mayflower operates strictly interstate, its agents in most cases are licensed for local moves, so 'Moverama' aids them in that respect, too."

The End

SALES MANAGEMENT

# How many newspapers in DETROIT?

*There are THREE metropolitan daily newspapers in Detroit. ONE of them greatly overshadows the others in coverage, lineage and results. Do you know . . . . .*

## Q

**1. Which ranks among the first ten in the nation?**

☐ News      ☐ Times      ☐ Free Press

**2. Which covers the upper-income homes best?**

☐ News      ☐ Times      ☐ Free Press

**3. Which carries over 60% of the want ads?**

☐ News      ☐ Times      ☐ Free Press

## A

**Answer to No. 1 is THE NEWS.** For over a quarter of a century, The Detroit News' total lineage has placed it among America's first ten newspapers. The News carries more than half of Detroit's total lineage!

**Answer to No. 2 is THE NEWS.** Not only does The News have the largest Metropolitan and Trading Area circulation, it also gives you the greatest concentration in the better-homes, higher-income city and suburban areas. News' readers can afford to buy!

**Answer to No. 3 is also THE NEWS.** It carries more than four times as many want ads as either of the other two newspapers. The News is best for reaching people and selling products!

**How did you score?** If you want to know more about the big, busy Detroit Market, call a Detroit News representative.



## The Detroit News

THE HOME NEWSPAPER

Largest Circulation of all Michigan Newspapers (ABC 3-31-56) Weekday 459,160—Sunday 573,375

**Eastern Office . . .** 260 Madison Ave., New York

**Chicago Office . . .** 435 N. Michigan Ave., Tribune Tower, Chicago

**Pacific Office . . .** 785 Market St., San Francisco

**Miami Beach . . .** The Leonard Co., 311 Lincoln Road

# WNBQ Makes a Decision: It's Color TV, And Nothing Else But

Even though color TV has had a bad press and potential sponsors are shy, NBC's Chicago outlet, converted 100% to color, is intensively engaged in selling "rainbows" under a newly organized Color Sales Development Department.

Station WNBQ, Chicago NBC outlet, is staking its all on color TV.

WNBQ has all but put its black and white cameras in mothballs. The only slight embarrassment arising from this move was experienced during coverage of the Democratic National Convention last summer. It was necessary at that time to bring out conventional TV cameras from its sister station in New York, WRCA. WNBQ's programs, however, are in "compatible" color, receivable anywhere in black and white.

## Some Are Skeptical

Since sponsors are the lifeblood of TV, and since most potential sponsors have shown skepticism over the current possibilities of color advertising for their products, a leading question arises. What is WNBQ doing to break down sales resistance?

The answer: Under Jules Herbueaux, NBC vice-president and general manager of the station, a "Color Sales Development Department" has been organized. Heading it is Howard Coleman, formerly sales promotion and advertising manager of WNBQ. It is his job to work closely with set makers, agencies and prospects on a broad assignment to promote color *per se*.

Today, WNBQ is telecasting a total of 50 hours of color per week, or about 15 hours more than when it started colorcasting last April. Color has brought new business to the station. Local, national and spot sales by late summer were up 25% over the similar three-month period of 1955. Well over three dozen local and national spot advertisers are presenting nearly 100 live, film or slide commercials in an average week. Coleman says that color has had a "uniformly enthusiastic reception" from all sponsors.

"Before we went to color TV, we offered free to potential advertisers closed circuit colorcasts showing live

demonstrations of their products. We told them that since eventually all television commercials would be in color, it might be wise to plan ahead for changes in package design, bottle labels, etc., to show their products to best advantage."

Sponsors who followed the tip and took second looks at their own color schemes include Armour & Co., Santa Fe System, Jewel Food Stores, First Federal Savings, and Joanna Western Mills Co. and local clients such as Northern Illinois Gas Co.

To illustrate the "flexibility, immediacy and economy" of at least local live television in color, color TV was graphically demonstrated to some 600 delegates to the Central Region convention of the American Association of Advertising Agencies at the Sheraton-Blackstone Hotel, Chicago.

A lipstick and a tie borrowed from members of the audience by Herbueaux provided commercial props for a closed circuit colorcast to the convention meeting.

## Ten Sets in One Room

The props were rushed to the WNBQ color studios by motorcycle for inclusion in the 10-minute special colorcast following an address by Herbueaux on color. The program, called "Colorfully Yours," was viewed on 10 RCA Victor color TV receivers installed in the meeting room.

Other products, including colored tissues, foods, soaps and tobaccos, were demonstrated on the program by WNBQ personalities Nancy Wright and Dick Noble to show that "economy can be coupled with attractive and original programming." Herbueaux said, "The principal point we want to make to you today is that color is here—so much so that if you work for a living or take care of a household, you can't begin to watch all the color programming that is available this season."

What happens when a potential sponsor asks, "But can't we do the commercial in black and white?" He is promptly told that he has no other choice but color, that since it is "compatible," the commercial will be received in perfect b&w on home sets. Any live commercial can be done in color and received satisfactorily on any set.

Further promotion, or "exposure" of color TV to potential clients and to the public, involves two setups of color receivers, one in the RCA Victor showroom in the Merchandise Mart, and one in the 20th floor lobby of the main NBC-WNBQ business offices. Since April the station has been feeding these sets with all-day closed circuit colorcasts, regardless of network black and white shows, which are cut off temporarily from these two sets. This service will soon be available to other manufacturers with showrooms in the Mart: Admiral, Motorola, Crosley and DuMont. "Here comes the big January furniture market," Coleman observes, "with the biggest share of TV buyers in town at that time. They'll see color TV wherever they look."

## Q-CAP Announced

Working with the program department, sales department, and with Chet Campbell, manager of WNBQ's press department, Coleman is set to announce "Q-CAP," which stands for: "WNBQ Color Awareness Program." This will be operated by a management committee made up of Coleman, Campbell, John Keys (sales promotion and advertising), William Ray (news and special events) and Betty West (educational) plus representatives from the sales and programming departments.

Object of the committee is to coordinate color plans, and to continue to explore every possibility of color use and promotion at monthly meetings.

Coleman forecasts that by 1960 between 60% and 75% of television receivers in Chicago will be color sets, based on a recent survey he conducted and on other trend samplings. "By the end of this year," he predicts, "there will be 300,000 sets produced nationally; at the end of 1957 we will see 750,000 more. And nationally in 1960 there should be 12½ million or more sets produced, a great share of them color models."

The End

# Showcase Specials by Gair



**OH-H-H...IT'S FROM JORDAN MARSH!** That's the usual reaction to this famous bearer of gifts, the Jordan Marsh gift carton made by Gair.

It's made of white patent coated board—kraft-filled for strength—which has a fine printing surface. A good example of Gair's knowing way with boxboards.

The folding carton construction has meant tangible savings in cost, in space, in ease of handling for this famed Boston department store.



**FREE FLOATING BOTTLE** in a bright, stand-up frame is the eye-catching effect achieved by Gair's startling new package for Roger & Gallet perfumes. This exciting new type of carton combines a vacuum-formed Plastafol interior with a colorful Gair-Reynolds Foiline frame. Its unique visual and curiosity appeal stops store traffic. Maybe your product would attract more attention in a Gair-designed carton. Call us.



**SAV-A-PAN CARTON.** Atlantic Fish & Oyster Co., Chicago, is introducing Fry-day Fish sticks in a novel Gair carton, made of Gair-Reynolds Foiline.

The foil lining retains the fresh-cooked flavor and gives protection against staining the carton. The Foiline is laminated to Gair's ACM clay coated board that permits "good-enough-to-eat" reproduction of a color photo of the fish sticks.

But the big news is that the carton can be put in the oven to reheat the product—thus eliminating the use and cleaning of a tray or pan. FC-6.5

**Gair Package Analysis** is a service designed to blueprint a package that will fit your product, your packing and shipping methods and your market. Write us at 155 East 44th St., N. Y. 17, N. Y.



## GAIR

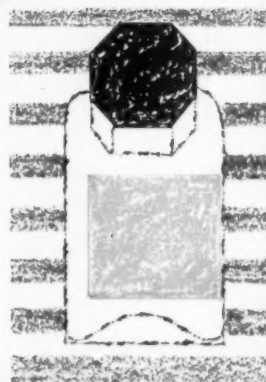
creative engineering in packaging

FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD • KRAFT BAGS AND WRAPPINGS  
CONTINENTAL CAN COMPANY, INC. • Robert Gair Division, 155 E. 44th St., N. Y. 17, N. Y.



# WHY MORE AND MORE PACKAGING FEATURES IN SALES MANAGEMENT?

Currently, more than one-third of Sales Management's editorial features are devoted wholly or in part to the sales significance of packaging change... how the design, color and utility of product dress affects point-of-purchase action... how new package design is meshed with the TV commercial, product promotion and advertising... the extent to which product acceptance is based on packaging that sells.



# because

## PACKAGING — TODAY — IS A SALES FUNCTION . . .

Verification of the rapidly growing, specific responsibilities of sales executives in packaging has been made public in a study of top executives of 307 of the nation's food manufacturers. The companies participating accounted for 46% of 1955 food sales of \$51 billion.

The study, conducted for the Folding Paper Box Assn., by Don White, Inc., market research consultants, included all kinds of packaging and involved manufacturers of practically all products sold through food stores. Findings are summarized by the public relations firm of Carl Byoir & Associates in these words:

*"The Sales Manager is the man who makes most of the final packaging decisions.*

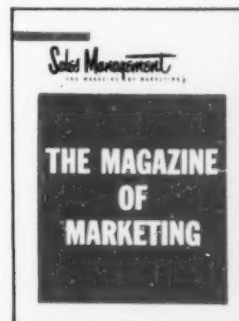
*Next in importance are a packaging committee and the President . . . The primary reason for a package change is to increase sales."*

In greater detail, the survey disclosed that in 62% of the cases, the sales manager was named *"the most influential in making packaging decisions."*

As a Sales Management subscriber, your title may be President, Director of Marketing, Vice-President in charge of Sales or Sales Manager. And, because Sales Management editors pace editorial content to match the constantly broadening duties and demands of your title, you will continue to see in Sales Management greater emphasis on packaging . . . not the technology of packaging, but the *payoff* of package change — the *sell*.

### A SAMPLING OF RECENT PACKAGING FEATURES IN SALES MANAGEMENT:

- Wholesalers Unite in Blast:  
"End Decanters! Use Wraps!" (11/16/56)
- Can Canco Win Preference  
For Its Twin-Pack Carton? (10/19/56)
- Should Sales Managers  
Be Packaging Experts? (10/19/56)
- Can Walker's "Wrong Way Corbit"  
Do It Again With Luxury Wraps? (10/19/56)
- A Rocket-Speed Start  
For Blitz' Second Hundred Years (9/21/56)
- Starches Get New Dress  
To Help Hold Market Lead (8/17/56)
- Now Comes A "Motivated" Package (8/3/56)



386 Fourth Avenue  
New York 16, N. Y.

333 North Michigan Avenue  
Chicago 1, Ill.

15 East de la Guerra  
Santa Barbara, Calif.



## The Bureau of Advertising is on the move

As newspapers move ahead in their daily usefulness to readers and to advertisers, so moves the Bureau of Advertising of the American Newspaper Publishers Association, Inc. And, may we add, vice versa!

Our newest move—to larger, more productive quarters in New York at 485 Lexington Avenue—reflects the phenomenal growth of the newspaper as America's No. 1 advertising medium. Circulation is at an *all-time high* — over 56,000,000 copies a day. So is the advertising invested in newspapers by all advertisers—a total of \$3,087,800,000\* last year, more than was invested in television, radio, magazines and outdoor combined.

### Who We Are And What We Do

The Bureau of Advertising was established in 1913 to serve the entire newspaper medium and its advertisers. Today, it has over 1,000 member newspapers and publishers' representative firms. It has three major functions:

1. To help advertisers make more effective use of newspaper space.
2. To act as the clearing house for all newspaper selling organizations.
3. To promote the greater use of newspaper space.

### Services Available

The Bureau maintains five offices strategically located throughout the country. From any one of them, advertisers

\*Source: McCann-Erickson, Inc.

and agencies can get help (*at no cost*) in planning their newspaper advertising.

Our sales force stands ready to help you solve your advertising media problems. The Research and Marketing Departments provide you with a multitude of market and media studies. In addition, there are a number of booklets and visual presentations which are available. For example:

*"1955 Expenditures of National Advertisers in Newspapers"* — A detailed annual report of all advertisers spending \$25,000 or more for national newspaper advertising.

*"How Much Will It Cost?"* — A handy guide for quickly estimating the cost of newspaper campaigns.

*"People Speak Their Inner Minds About Newspapers"* — A motivation research study of newspaper readers which reveals why people read newspapers. Most important to advertisers and agencies.

*"Ad Facts"* — A series of illustrated brochures, each the case history of an advertiser who used newspapers successfully to accomplish some marketing objective.

*"Special Market Studies"* — These are available on specific products, such as cigarettes, liquor, razors, frozen foods, etc. They can help you find your best sales opportunities.

We hope you'll avail yourself of the Bureau's services. Do it soon and do it often.

## BUREAU OF ADVERTISING

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**WRITE FOR THIS BOOKLET** — Describes everything the Bureau has to offer plus a list of consumer market studies made by newspapers. For your copy of "Newspapers at Your Service," address Dept. A, Bureau of Advertising, 485 Lexington Ave., New York 17, N. Y.

# When You Call On Your Salesmen In the Field...

- Do you make the most of your opportunity for offering constructive help and guidance?
- Does your agenda include all the things a man is likely to worry about?
- Do you leave your men recharged with new ideas?

BY RICHARD C. TENNEY

Mr. Sales Manager, how much pre-approach study do you do before you go into the field to work with one of your salesmen? Many a salesman feels that his manager's only preparation for an on-the-ground conference is to pull the territory report from the file.

All too frequently a manager arrives and opens his conversation with something like this: "Got any problems? If not, let's go out and make some calls." This approach is of benefit to neither salesman nor manager.

Your salesman deserves as much pre-approach thought from you as his prospects deserve from him. One way to insure consideration of all significant issues having to do with the salesman and his job is to work from a check list. Here's a list which will provide thought-starters enough for you to build your own program tailored to the specific situation in your own company:

## I. Performance analysis.

- a. Review report of last visit. Has the salesman followed my suggestions? Have I answered any questions he asked?
- b. Do I know his market and its condition?
- c. Do I have new sources of product information for him?
- d. Do I have some new sales techniques to offer?
- e. Am I ready to discuss quotas with him?

## II. Communications.

- a. Have his requests of home office been answered?
- b. How has he handled his correspondence?
- c. Has company bulletin kept him informed of other salesmen?

## III. Compensation.

- a. When was his last salary review? Last raise?
- b. What must he accomplish before next raise?
- c. Does his salary consider cost of living in his area?
- d. Did a merit raise just cover cost of living increase?

## IV. Recognition.

- a. Have I complimented him on a good performance?
- b. Have his suggestions been acknowledged and considered?
- c. Have I given him added responsibility?
- d. Does he participate at meetings? Have I asked him to?

## V. Company growth plans.

- a. Have these plans been discussed with him?
- b. Has he been shown where he might fit in?
- c. Has he been told how to prepare himself?
- d. Can he feel I will be his sponsor?
- e. Is he concerned about my ratings of him?
- f. Have I advised him of current and future openings?



# The Job of Marketing

When a woman walks through a super market she does not always know why she has purchased the specific items in her shopping cart, nor does she recall where she saw or heard them advertised. But somehow she was made aware of their existence. That's marketing in action.

BY DR. C. J. COURTNEY

The job of marketing is two-fold: to sell at a profit goods and services that our economy can produce and to satisfy consumer wants.

We can produce and are producing more goods than we can profitably sell. Our capacity to produce is tremendous, and this is due to the fact that for many years major emphasis has been placed on production. Marketing must now catch up with production. Business management is still spending dollars on production research compared to pennies spent on marketing research.

Down through the years both our government and business leaders have spent billions of dollars in research to put more kernels on an ear of corn, more autos on an assembly line, but they hesitate to spend a dollar on finding out what people want.

## Too Long Neglected

Because for many years we have been so conscious of war, of preparation for war, of international disturbances, we have glorified the production men, the engineers, the scientists, the laboratory technicians, while we have neglected those men whose job it is to distribute, in peacetime, the huge amount of goods and services which we have encouraged and subsidized these production people to produce.

Our economic history shows that our industry has been controlled and is being controlled by production-minded men. We have dozens of cases like Henry Ford, who started the great Ford Motor Co. by himself in a shed. It is usually a mechanic who starts a manufacturing business, and in most cases it is a mechanically minded man who continues to control it.

The trouble with most mechanical-minded men, however, is that they think people should like whatever they make. The result largely accounts for

the fact that four out of five new products brought out since World War II have been failures.

It is time to change. Leaders of American business must realize that we are in a buyers' market and, barring a major war, will stay in a buyers' market indefinitely. This means that the consumer is King, and that more emphasis must be placed on marketing.

## Marketing Comes First

The traditional concept that marketing starts when the goods leave the factory and ends when the goods reach the consumer must change. We must recognize that marketing starts with finding out what the consumer wants and that it ends when the user continues to buy the product or service because he is fully satisfied with it. When business leaders accept this concept of marketing, they will recognize the need of sound marketing research, and the need of their sales managers, their advertising managers, and their advertising agency account men to know more about marketing.

Several business firms now use this concept of marketing — firms such as General Electric and Sylvania. Their programs are based on the concept that marketing starts with learning what the consumer wants and continues to make sure he is fully satisfied.

Since marketing begins with finding out what the consumer wants, and ends only when the consumer is fully satisfied and continues to use the product or service, the first function of marketing is marketing research. Research is necessary before production starts and research is necessary after products are in consumer use. Consequently, the marketing research director should be considered one of the most important men in the business organization. He should be a staff officer to the chief sales executive

and have direct contact with the president of the company.

When research has discovered what people want, then top management, working with its marketing, production and finance men, decides whether to produce it. Marketing men must learn about the production and financial problems of industry.

Then the job of merchandising begins. The concept of merchandising as used here is the recommended definition of the American Marketing Association: "Merchandising is the planning to offer the right goods at the right price, at the right time, in the right amount in the right place." Merchandising, therefore, is basically a planning concept.

## Must Be "Right"

Right goods means goods that people desire and that satisfy them. Right price means a price that customers believe gives them value equivalents. Right time refers to goods being available when people want them. Right amount means just enough and no more.

The right place in the definition of merchandising is important. It refers to whether your product will sell best in a food, hardware, drug, department store, or all four. For, once right place is determined, the proper channel of distribution can be selected.

The job of merchandising is to plan, operate, and control the stock concept — merchandising is product planning in the fullest sense. It should be considered to be the major planning function of marketing. The job is to see that the product is right; that it pleases consumers and continues to please them; that it reaches the consumer as close as possible to the quality level in which it left the factory. This requires control of inventories all the way to the consumer; control of finished goods production schedules in the factory, and control of finished goods inventories in the factory through the channels of distribution to the consumer.

How many of us have smoked a dry cigaret, eaten musty breakfast food, or purchased weak batteries? Industry has spent a lot of money on quality control in the factory. It is time to start thinking of extending quality control to the consumer.

Some products deteriorate, others go out of style. The rate of deterior-

The Job of Marketing is the first chapter of Dr. C. J. Courtney's revised booklet, "A Check-List for Marketing Management," to be published in 1957. The 1955 edition is still available from Dr. Courtney, director, Marketing Department, The Creighton University, Omaha 2, Nebr.

## Expansion of the Market Is Bringing Tougher-Not Easier-Selling

*"Marketing starts with finding out what the consumer wants and does not find until the consumer is so fully satisfied with the product or service that he continues to use it." So businessmen are ready to accept:*

1. The need for sound marketing research.
2. The continued necessity for product development.
3. The necessity of sound planning.
4. The placing of finished goods production schedules and control of finished goods inventories under Marketing and not Production. (The purpose of this is to retain quality until the consumer uses the product.)
5. The need to pay attention to the stock concept of marketing, while continuing to emphasize the selling methods of advertising, personal selling and sales promotion.
6. The need for the advertising agency to have a thorough knowledge of marketing.
7. The need for advertising and sales managers to learn more merchandising.
8. The necessity of coordinating personal selling, advertising and sales promotion with merchandising.
9. The necessity of sales executives becoming marketing executives.
10. Finally, and most important, top management will place the emphasis on marketing and not production.

ration, obsolescence and style changes varies with products. Consumers are entitled to protection, and manufacturers should be concerned with this protection. Consumers should be informed as to how long the product retains its quality.

This writer was selling groceries at wholesale when World War I started. Soon after, a very popular corn flakes manufacturer wired wholesalers the firm was raising the price of its product \$1 a case—but would protect the wholesalers at the old price until five o'clock that evening. This writer sold retailers all that day. When he returned 19 months later he found grocers who still had some of those

corn flakes on hand. How do you suppose the quality of those corn flakes would compare with the quality of corn flakes the manufacturers are presently making?

A few years ago a friend of the writer who is in the grocery business told him that he had borrowed \$15,000 to buy a certain brand of coffee. He admitted he was speculating but felt sure coffee prices would go up and stay up. We all know coffee prices did just that; this grocer profited. Two years later he was still selling coffee from that particular purchase. Is there a coffee roaster anywhere who would claim that the quality of this grocer's coffee was

equal to coffee presently being roasted? Furthermore, would manufacturers of vacuum cans make this claim?

In addition to the fact that products deteriorate in quality and consumers thereby suffer, the manufacturer should not overload his wholesaler and retailers when he sells direct, because this often causes unnecessary markdowns. If manufacturers used proper research techniques they should know where the market is, the rate of movement and the movement in different product outlets. This is all part of the job of marketing, and specifically part of the function of merchandising.



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## Destination Calls an appreciated feature of NORTH AMERICAN "Wife-Approved" Moves!

You pay the moving expenses of transferred employees to retain their goodwill. But don't overlook the "follow-thru!" The agent at destination is often very important to a successful move.

### NAVL "FOLLOW-THRU" SERVICE

North American Van Lines can "follow-thru" on destination calls *anywhere*. We have more agents in more cities than any other long-distance organization, by far!

This is one of many features of North American "Wife-Approved" moving service. Others are safety, courtesy and on-time delivery. If a man is worth moving, he deserves a "Wife-Approved" North American move. Call your local NAVL agent today.



### NORTH AMERICAN VAN LINES, INC.

World Headquarters: Fort Wayne 1, Indiana  
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INDUSTRIAL MOVING SERVICES: Quick, safe handling of Company-Paid Personnel Moves; Exhibit Displays; High-Value Products; New Furniture; Office Equipment. See your NAVL Agent.

**WORLD-WIDE MOVING: LAND, SEA, AIR**

The point is that, depending on the product, there is a right amount for the manufacturer to carry in his inventory, and there is a right amount for the retailer to carry in his inventory if the consumer is to be protected. The old rule that you should sell all you can whenever you can must change — and it will change once all business becomes consumer-minded.

It is realized that any estimate of the proper amount of goods to carry in manufacturers' and dealers' stocks must take into consideration the fact that retail outlets are frequently out of items extensively advertised. Customers may take a substitute product and, of course, a sale is lost. Moreover, the customer may prefer the substitute. This happens most frequently during advertising and sales promotion campaigns. Salesmen, then, should be deeply concerned with availability of goods to customers. Advertising, sales promotion, merchandising and selling must be coordinated.

Since more and more products are now being packaged, and since packaging will become more important in the future because of increasing impulse and point-of-purchase buying, continuous attention must be paid to packaging. Packaging activities are part of the merchandising job.

### Plan the Package

A packaged product is frequently branded and always priced when offered to the customer. Marketing activities relating to branding and pricing are part of the merchandising or product planning function.

Merchandising is not selling, but a good merchandising job will make selling methods more effective.

The merchandising job can be handled by a sales manager, a merchandising manager, a product development manager, or the manager of research. In smaller companies merchandising activities can and should be done by the firm's advertising agency. Advertising agencies must prepare themselves to offer full merchandising services to any client, big or small.

When we have found out, through marketing research, what people want, and when we have done the proper merchandising job, we are ready to sell our product.

Selling is the most important part of marketing. There are three different methods of selling: personal selling, advertising and sales promotion. Each is considered an important function of marketing.

No matter how perfect a product we may make, people will not buy it

SALES MANAGEMENT

in sufficient quantities to keep our economy at a high level unless the best selling techniques are used.

We must continue to convince people through personal selling, advertising and sales promotion that they want our product more than they want their money. We must develop better salesmen, better advertising men, and better advertising agency account men to get the job done.

Selling can and does create wants. This applies to all forms of selling whether it be personal selling to marketing institutions in the trade channel or direct selling to householder from door to door. Advertising and sales promotion are forms of selling and they create consumer wants because they too make consumers desire more things.

### Create Wants

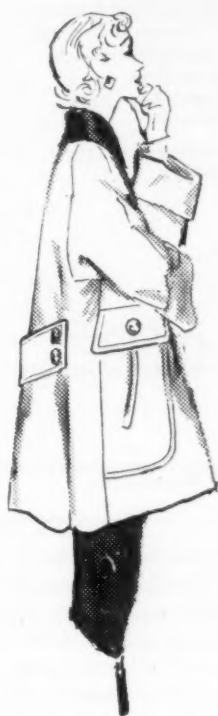
Wants are not the same as needs because we all desire more things than we need and most of us desire more things than we can pay for. Want is a much broader concept than need. Want is desire — it is what people think they need — not what they actually need. It is the job of selling to make people think they need a specific product or service.

It is up to each business firm to make people want its product or service more than they want other things. What people spend for peanuts they cannot spend for bananas. The same applies to TV sets versus refrigerators, education versus travel, etc.

Furthermore, consumer wants can be intensified by improving the techniques of personal selling, advertising, and sales promotion. The problem is to convince people that dollar for dollar spent they receive more for spending it for your product than anything else or any competitive product. People spend dollars for things that they think give them the greatest utility for each dollar spent at the time of purchase. Men in every phase of marketing should realize that their future depends on keeping people thinking that their greatest utilities, their greatest values, their greatest pleasures lie in their individual thinking processes and not in the objective measurements of governmental or private testing laboratories. People do not know and few will ever know the specific merits of individual products, but, if advertising, personal selling, and sales promotion can make people think they like something and because they like it they buy it, then it is pure common sense to realize that men in marketing can contribute to better living for many people.

Men in marketing, whatever titles they may have, should take pride not

## TROY, NEW YORK WOMEN SPEND MORE ON APPAREL



The Troy-Albany-Schen. Met. Market is listed among Sales Management's "1957 Best Markets."\*

It ranks No. 14 among the top 25 metropolitan markets—for apparel spending.

Troy, an important part of this rich market area, with an index of 295 ranks ahead of both Albany and Schenectady.

\*(Nov. 10 "Marketing Is On The Move" issue)

This is another proof of the healthy spending in many categories in the Troy City Zone—spending that keeps the total Retail Sales high and a market that must not be overlooked in any advertising campaign for 1957.

And keep in mind these City Zone figures: (1956)

Population 129,600

Families 38,400

Eff. Buying Income, \$211,621,000

Retail Sales \$149,653,000

Apparel \$19,042,000



## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.



## DIRECTORS OF RESEARCH

The following companies and many other leading business organizations have used Crossley, S-D Surveys for marketing research services.

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Gillette Safety Razor Company

International Latex Corporation  
Lever Brothers Company  
McCann-Erickson, Inc.  
Monsanto Chemical Company  
Owens-Illinois Glass Company  
J. Walter Thompson Company  
United States Department of Agriculture  
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When you are considering a marketing research survey, we would be glad to discuss your project with you.

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In the 8-county Buffalo market, 3 large chains do the bulk of \$444,084,000 annual grocery business. 52% of their advertising appears in the Courier-Express! And it's run Thursday mornings...the first announcement of their specials and prices for the week-end.

The proven power of the Courier-Express in moving goods to pantry shelves and refrigerators is closely associated with outstanding food and women's feature pages which appear every day in the year. The Courier-Express conditions women's minds to be receptive to your products.

Use it daily to get more advertising for your dollar concentrated on those with more money to spend among the 474,700 families in Western New York. Use the Sunday Courier-Express for maximum coverage. It is the state's largest newspaper outside of Manhattan.

ROP COLOR available daily and Sunday.

**BUFFALO COURIER-EXPRESS**

REPRESENTATIVES: SCOLARO, MEEKER & SCOTT  
PACIFIC COAST: DOYLE & HAWLEY

only in the great contribution they are making and can make to the welfare of our economy, but also to the more important fact that they can and are adding to the individual's pleasure of living by making him like what he buys.

Our retail institutions are constantly changing and will continue to change. They keep moving away from personal selling and toward automation. They will continue to move in that direction. This fact ought to show that a good merchandising job combined with a good selling job to retailers will become the best marketing job in the future.

### Retailer Must Be Sold

It takes a salesman to convince retailers to carry your product and most retailers are a very independent type of businessman. Some of them might be called stubborn. Many retailers will not carry your product just because you advertise it or just because people ask for it. These retailers must be personally sold on the advantages to them of handling your product. This writer is convinced of this because he was a wholesale grocery salesman for several years, and he wrote his Ph.D. thesis on the independent grocery store. Furthermore, several commercial product research studies which he has conducted since the close of World War II have served to strengthen that conviction. This is particularly true when introducing a new product where the channel of distribution and the selection of best product outlet is questionable.

Advertising also can and does create demands. People do not always know what they want. Consumer wants can be created by continuous repetition through various media. When a woman walks down the aisle of a super market, selecting this item and that, she does not always know why she selected it. She may not remember whether she saw it advertised on a Godfrey show, a Garroway show, in her daily newspaper, or in a magazine. But she has heard of it somewhere, and she is willing to try it.

Personal selling, sales promotion and advertising can get people to try the product or service, but they cannot get people to continue to use the product or service unless they are satisfied with it.

Selling methods cannot be blamed if people try your product but do not come back for more. Recall the story of the dogs who did not like the dog food. Sales executives should be concerned about the rightness of the product. Surely, a poor merchandising job was done on the dog food.

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When increased sales depend on repeat sales, it is essential that the manufacturer continue to satisfy his customer. He must also keep his old customers informed about new product uses. This applies to insurance as it does to peanut butter. The Kraft cheese people are doing an excellent job of this. So are the aluminum companies.

This description of marketing has not included the two physical functions of marketing — transportation and storage. With some products, such as fresh fruits and vegetables, this would be very important whereas with watches, transportation and storage costs would represent only a small part of the marketing cost. The importance of these two functions is related to the ratio of their costs to total marketing costs.

### Merchandising the Sale

Personal selling ties in with merchandising, advertising, and sales promotion. A good salesman must know everything about his product, his competition, his customers, price, and he must see that the product is available where and when the consumer wants it. This is the merchandising part of his selling job.

Furthermore, a good salesman should merchandise his firm's advertising by seeing to it that retailers make full use of all sales promotion material. It is also up to the salesman to see that distributors, dealers, wholesalers, and retailers have sufficient stocks to handle increased demand whenever advertising campaigns are instituted.

The successful salesman of the future is going to have to be a marketing man in the fullest sense because he will have to maximize the combined efforts of merchandising, advertising, and sales promotion in his personal selling effort. Gone are the days of the order taker. There is no place for him any more. This applies to banking, insurance, the same as it does to automobiles and crackers.

Our expanding economy will bring out new products at an ever increasing rate and it will intensify competition — not lessen it. Selling will not become easier—but harder with expansion.

The End

Coming Soon  
The Story of  
Vaughn Monroe

as  
RCA's  
Ambassador-at-Large

DECEMBER 21, 1956

### Prominent Users of Strathmore Letterhead Papers: No. 125 of a Series



Typical of Stetson styling are these unusually attractive Kitzbuhel shoes, which were recently introduced.

## Quality is in style!

**Basic good styling** is as much evident in the letterhead of The Stetson Shoe Company as it is in their excellent footwear. It is a distinguishing characteristic of letterheads on Strathmore Papers that they carry an extraordinary picture of corporate quality with every message. This underlying quality is convincingly apparent in any Strathmore paper. Ask your supplier to show you samples of the complete line of Strathmore Papers for letterhead and office use.

**The Stetson Shoe Company** has been making shoes for men since 1885 in factories located in the world-famous "fine shoe district" just south of Boston. Stetson has built an international reputation for its shoes by maintaining strict standards in their manufacture, and with its new styling program, has achieved recognition as one of the leaders in the industry.

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND, ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO.

STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT UNION SKIN, STRATHMORE BOND UNION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER, REPLICA.

# STRATHMORE

Makers of Fine Papers

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS



TRANS WORLD AIRLINES has more than doubled ticket sales at its Baltimore drive-in office since it was opened.

## New Recruits for Drive-in Selling

**TWA, American, United and insurance agents are joining banks, drug stores in offering service from the driver's seat.**

The young man drove his car off the street and guided it next to a large window. There, without getting out of his automobile, a clerk or teller and the driver exchanged greetings. Within a few seconds he was discussing his needs with an experienced person. In a few minutes he was driving back to his office—his business finished, without having left the car.

This is a typical scene which is repeated thousands of times daily at drive-in facilities throughout the country. Since the end of World War II, drive-in selling has sprung up, with no end in sight and has become increasingly popular with the general public.

Lloyd A. Berry, Trans World Airlines, Inc., district sales manager in Baltimore, reports revenue realized from the drive-in office in May, 1956, was more than double that of the first month, September, 1955. He says, "In fact, TWA in Baltimore had the most successful month in its history in May of this year, with the drive-in office being given credit for much of this business.

"The pressure of time and down-

town parking problems led to Trans World Airlines' Drive-In ticket service at the Union Federal Savings and Loan Association in downtown Baltimore. The drive-in window permits TWA customers to transact their business in the comfort and convenience of the family automobiles. All regular TWA facilities are offered at the window."

Customers with detailed problems that would tie-up traffic may park in the nearby parking area and go into the Savings and Loan, where TWA personnel are at their service.

American and United Air Lines are also following the drive-in selling trend. George C. Wright, district sales manager for the Syracuse, N. Y. area stated that American Airlines drive-in office at Syracuse now accounts for 35% of their city revenue and that the drive-in business is a little better than 100% better than it was last year. United Air Lines drive-in ticket office built approximately four years ago at Redwood City, Cal., has proved very successful according to J. S. Crawford, district information head.

Several large manufacturers of consumer products have stated that they are working on plans to open drive-in facilities for the purpose of simplifying the merchandising of their goods.

One reason for this trend towards drive-in selling is due to the fact that people are in a hurry, don't like to wait in lines and would rather accomplish their business in a matter of minutes, without leaving their automobiles. Parking problems, a growing headache for large metropolitan areas is partially eliminated by this drive-in selling method and many experts claim this is one of the major reasons for its popularity.

Banks were one of the first types of organizations to do business via the drive-in system and according to Robert K. Jaques, advertising manager of The Bank of California, San Francisco. Their first drive-in agency was opened at their head office in San Francisco. He says:

"Our first drive-in window was installed in January, 1949 and has proved to be very satisfactory, since the parking problem in the financial district of San Francisco is acute. The window averages about 100 customers daily and during some periods has averaged upwards of 150 cars daily. Our San Francisco Mission office has a drive-up teller window and an ad-



*Sad Sam used to suffer from pains in his pate  
From hitting the ceiling when shipments were late*



*Now his headaches are over—he's found out at last  
That **RAILWAY EXPRESS** is dependably fast!*

## The big difference is

Whether you're sending or receiving,  
whether your shipment is big or small,  
whether you're shipping here or overseas  
—always specify Railway Express. You'll find  
it makes the big difference in speed, economy,  
and safe, sure delivery. And now you can make fast,  
economical shipments via Railway Express Agency's  
new international air and surface connections.

*It's the complete rail-air shipping service,  
free enterprise at its best.*

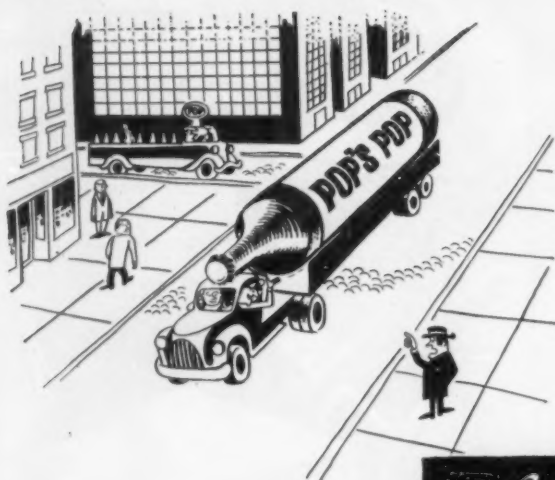


**... safe, swift, sure**

Railway Express International Service now includes affiliations with: SEABOARD & WESTERN (and connecting carriers) ... TACA ... TAN  
... BRAZILIAN INTERNATIONAL AIRLINES also SCHENKER & CO. and the AMERICAN EXPRESS COMPANY foreign connections.



## "This is the size we use in the Growing Greensboro Market!"



Bottlers of soft drinks have it soft indeed in the Growing Greensboro market . . . and so do advertisers who put zip in their marketing via the Greensboro News and Record.

The big-action market of the South's big-action state, our 12-county ABC Retail Trading Area accounts for 1/5 of North Carolina's \$3 billion in annual retail sales. Un-cap it for your product with a sparkling schedule in the medium that reaches over 400,000 readers daily with its more than 100,000 circulation.

Only medium with dominant coverage in the Growing Greensboro ABC Market and with selling influence in over half of North Carolina!

### Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Sales Management Figures

joining parking lot, both of which were installed approximately five years ago. Their volume has approximated that of our head office window. Our Portland, Ore. and Seattle, Wash. offices are employing the Snorkel curb teller. Our Tacoma, Wash. office uses a walk-up teller window adjoined by a parking lot.

"All of these facilities have proved to be more than satisfactory. In fact, drive-up teller windows or similar installations will no doubt be incorporated in the construction plans of all our future offices where traffic flow will permit."

Insurance, too, is being sold by the drive-in method and has caught on during the past few years. One of the first insurance agencies to use this system in the East was the Drive-In Insurance Agency of Rochester, N. Y. Opened in November, 1954, the agency already is drawing high praise for its convenience and excellent service, according to James H. Hamill, President of James H. Hamill Associates, Inc., the parent organization, which itself annually writes a large amount of preferred insurance of every description.

The new agency is revolutionary in the respect that it's a pioneer in the field of offering drive-in insur-

ance facilities to the insurance minded public. The public's reception to this type of insurance selling has been generous.

There are a few drive-in insurance agencies in California and a few are licensed in the Midwest, but until Hamill Associates established its

agency, none had invaded New York.

Canton, O. got its first drive-in prescription counter recently: Bowman Drug Co. has inaugurated its new and modern retail drug quarters. And one of its highlights—the one that has caused the most excitement—is the drive-up facilities for fastest possible prescription service.

A window opens directly from the prescription room onto a side driveway. The pharmacist can handle prescription traffic inside the store as well as taking care of the motorist outside. Entry to the window is from the main street, on which the building fronts. Customers leave by way of a small street at the rear of the building to avoid traffic congestion.

Drive-in merchandising is becoming increasingly popular and besides these examples mentioned, there are other types of drive-in facilities available. Many manufacturers are fast to admit that the public is most receptive to this drive-in type of speedy, efficient and convenient way to do business. Before too long, many other sales people will be invading and developing drive-in facilities for selling their products. The trend has just started, with no let-up in sight. Apparently it is what the public wants.

The End

#### Studebaker-Packard Fights On

The obituaries of the independent auto makers have been written and ready to print for some time. But Studebaker-Packard—frequently given last rites by the informed press—refuses to give up the ghost.

In fact, in New York recently, Harold E. Churchill, the company's new president, introduced the new Packard Clipper for 1957.

Studebaker-Packard, a release said, is shooting for world-wide sales of 150,000 units this coming year. And, as another sign of life, the company expects to be out of the red by next fall.



## *a ball is to bounce*

In these words a child expresses the very essence of function, by-passing conventional definition of an object.

Would there were as simple a way to express the vital function of a business publication! You could say, "a business paper is to read," but that hardly does justice to a service that:

- ...assembles information pertaining to a given field
- ...condenses it for quick absorption
- ...interprets significant developments
- ...delivers the whole package regularly in attractive form
- ...and in doing so provides a vehicle that enables suppliers to talk to a selected group of business men in their own language and in terms of their special interests.

Perhaps the word "service" is the key. Perhaps the phrase we're searching for is a simple one, after all: *a business paper is to serve.*

On the following pages, *E. J. Thomas, President, THE GOODYEAR TIRE & RUBBER COMPANY*, tells how he feels about the services business papers perform.



**GOODYEAR**

**The Goodyear Tire & Rubber Company, Inc.**

AKRON 16, OHIO

Mr. Paul T. Baumhart  
Bill Brothers Publications  
New York

Dear Mr. Baumhart:

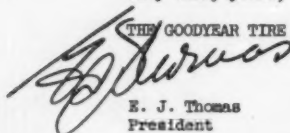
At Goodyear, we look upon business and industrial magazines as a well-traveled, two-way avenue of communication.

In one direction, we feel it is essential that our executive, sales, technical and production people keep well posted on the news and developments in the many industries we serve, and in those serving us. The many well-thumbed magazines circulated throughout Goodyear, plus those personally subscribed to, are testimony of the value placed on the wealth of information they contain, both editorially and advertising-wise.

In the other direction, our estimate of business publications can be found in the large volume of advertising we place with them. Through the years, these magazines have formed an integral part of our advertising plans because of the attention and interest they command in keeping industry informed.

Our evaluation of business and industrial magazines might be put in the form of a question: Where would we -- and all industry -- be without them?

Very truly yours,



THE GOODYEAR TIRE & RUBBER COMPANY

E. J. Thomas  
President

# *"Two-way avenue of communication,"*

says E. J. Thomas, President  
The Goodyear Tire & Rubber Company

Bill Brothers publications sponsor this series of messages as a service to those who benefit from reading good business publications and those who benefit from advertising in them ...often the *same* business men.

We have asked prominent executives to express their own concepts of the business press as an educational force and as an adjunct to sales operations. You'll agree, we're sure, that their ideas apply to *all* good business papers serving business men in all of America's industries, professions and trades.

Glad to send you reprints of their statements, as we publish them. Just get in touch with any one of the Bill Brothers publications listed at the right.

## **BILL BROTHERS PUBLICATIONS**

FAST FOOD  
FLOOR COVERING PROFITS  
GROCER GRAPHIC  
PLASTICS TECHNOLOGY  
PREMIUM PRACTICE  
RUBBER WORLD  
SALES MANAGEMENT  
SALES MEETINGS  
TIDE  
TIRES TBA MERCHANDISING  
YANKEE GROCER



NEW YORK  
CHICAGO  
SAN FRANCISCO  
SANTA BARBARA

AKRON  
PHILADELPHIA  
BOSTON  
DETROIT



## New Market for an Old Product:



## Candy Bars as Business Gifts

Don't be surprised if you get a neatly packaged set of candy bars as a business gift this Christmas. If you do, you may note that the manufacturer is Mason, Au & Magenheimer Confectionery Mfg. Co., Mineola, N. Y.

You'll be running into similar packets at trade shows, open-house festivities and other business affairs.

Mason, Au & Magenheimer is one of the nation's top five producers of five- and 10-cent candies in bars and small packages. It sells through the usual distributive channels for such merchandise—theater concessionaries, super markets, vending machine operators, drug stores, candy and tobacco shops, and jobbers catering to retail outlets.

Selling sets of candy bars and small packages for use as business gifts is still a sideline, but a promising one, for the company. The venture is the brain child of Fred E. Magenheimer, vice-president, Sales and Advertising. As he listened, year after year, to salesmen recommending their wares as business gifts, he thought: "Why should I buy their products to give away, when our company makes the ideal business gift?"

In considering the business-gift market, Magenheimer saw, first, that the product should be presented in some other form than individual candy bars and small packages. Solution: 10-cent bars packed in sets of five, personalized with a sleeve bearing the donor's name and a message or slogan commemorating the season or occasion.

Since introducing the first such gift package two years ago, the firm has established a special Business Gift Department and built a sales force of 30 men working on commission in their local territories under the direction of George H. Rausch, sales manager. "We haven't done more than scratch the surface of this market," says Rausch, whose current objective is to set up territories in all 48 states, with the salesmen supervised by district sales managers.

Salesmen are chosen by Sales Manager Rausch through advertisements in local newspapers. There seems to be no special pattern for success in the field. Main factor is a large number of calls. Three of the most successful men were retired salesmen but, generally speaking, the group is a cross section both in age and variety

of previous experience. Top men in the division are already in the \$10,000-plus category.

In building the department Rausch first called on truck fleet operators, suggesting that they buy the gift packages as good-will presents for shipping clerks. It soon became apparent that the market was much larger than had been anticipated. Convention exhibitors were cultivated. Mason gift packages are a little too large for stashing away in coat pockets. Carried around, they are their own "salesmen." Such "promotion" results in traffic to the donor-exhibitor's booth.

One of the first things the company learned was that buyers want a choice. As the line was expanded from the first item, cocoanut marshmallows, sales went up proportionately, proving the soundness of the Elmer Wheeler precept, "It's better to ask 'Which will you take?' than 'Will you buy this?'"

The Business Gift Department has developed five sets of gift candies, all 10-cent units. The over-all package has a retail value of 50 cents. Buyers have a choice of Mason Mints, Peaks, Walnut Fudge Bars, Almond Cocoa-

# Playboy goes to the head of the class market



Brand loyalties that last a lifetime are established in the college shops. New ideas and style trends get their start here from the important young men whose enthusiasm can start national buying sprees.

Want to send your sales message to college? Almost 25% of PLAYBOY's total circulation is among men currently enrolled in college. PLAYBOY is far and away the outstanding best seller on college newsstands of all magazines.

For the first part of *A Continuing Study of College Newsstand Magazine Sales* (available on request), figures have been taken from magazine wholesalers' records in 25 randomly selected university and college towns. These figures represent the total sales of the magazines listed for all newsstands on or near campus which cater primarily to student traffic. **PLAYBOY**

232 East Ohio Street • Chicago 11 • MI 2-1000  
270 Park Avenue • New York 17 • PL 9-3076

Here is a summary of the actual figures in *A CONTINUING STUDY OF COLLEGE NEWSSTAND MAGAZINE SALES*:

Publication	Comparative Average Newsstand Sales Per Issue at 25 Colleges
<b>PLAYBOY</b>	13,115
SATURDAY EVENING POST	3,756
LIFE MAGAZINE	2,902
TRUE	2,654
LOOK MAGAZINE	2,237
ESQUIRE	1,636
TIME	1,178
HOLIDAY	876
SPORTS ILLUSTRATED	617

THE COLLEGES: Auburn, Alabama, Stanford, Indiana U., Purdue, Wichita, L.S.U., Tulane, Navy, U. of Michigan, Michigan State, U. of Minnesota, U. of Mississippi, U. of Nebraska, Princeton, Cornell, Oklahoma U., Oklahoma A&M, U. of Texas, Texas Tech, Baylor, Duke, Wake Forest, U. of North Carolina, North Carolina State.

## HERE'S WHERE THE MONEY IS



South Bend, Indiana is No. 1 in the Nation in incomes of \$4,000 to \$6,999. And No. 2 in incomes of \$7,000 to \$9,999\* That's potent buying power! It's easy and economical to reach, too. You can saturate South Bend's Metropolitan area with only one newspaper (93.6% family coverage) for the low rate of 30¢ a line. Learn more about Indiana's 2nd market. Send for free market data book.

\* Sales Management, November 10, 1956

# The South Bend Tribune

Fredlin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

nut Bars and Assorted Gum Drops. Only one kind of candy is packed in a carton. There is also an assortment of five packages (three varieties). The bars are packed in a clay-coated cardboard tray with cellophane overwrap. Over-all dimensions are 7" x 5½", 1" deep. The assortment has a larger tray, measuring 9" x 5¼".

Gift bars are packed five to a tray, 30 trays to a carton. Minimum order: five cartons. Prices vary with number of cartons from \$15 per carton to \$13.50 for 60 or more.

Mason decided not to offer substitutions or assortments, except in the case of the five package item. Nor was it deemed practical to develop special wraps for the individual bars and small boxes, even though some customers would have liked them. As a volume producer, Mason operates on a low margin of profit, buying Dot package wrappers in lots of 25 million, and Mason Peak wrappers in lots of 30 to 40 million. Departure from such policies might have reduced profits of the new division to the point of diminishing returns.

The package is a simple one, dictated by its contents. It was obvious from the first that there should be a transparent overwrap to show the

candy bars and small packages. The idea of "dressing up" the over-all package with a fancy sleeve was considered but ruled out in favor of a sleeve with a white background and plain block lettering in black ink: A more elaborate design offered too much competition to the "busy" pattern of the candy bar wrappings.

### Sleeve Has Advantages

Another advantage of the simple sleeve treatment is the greater legibility of the donor's name and message. The printing on the sleeve may say, "Thank you for your patronage," "Merry Christmas," or anything else the customer wishes. It may call attention to an anniversary, open-house ceremony or other special event. There are opportunities for plays on words and slogans tying in with brand names (Mason's Dots and Peaks, for example). Some buyers have used such slogans as "For the 'Peak' of Performance" on Mason's Peaks.

As this is written, another version of the standard package is being introduced. It has the same dimensions as the original and uses the same clay-coated board stock, but with buff screening. Instead of a tray, it is a box with two acetate windows on top to

show the product. It is slightly more expensive than the tray, but is more impressive in appearance and offers greater protection to contents. The added cost is offset by a reduction in labor costs, since one step—overwrapping with cellophane—is eliminated. First shipments of the new box are going out early in 1957.

Mason has nine regional warehouses in addition to the one at its Mineola factory, but all shipments of gift cartons are made from the main headquarters office.

Through its advertising agency, Roy S. Durstine, Inc., New York, Mason promotes its regular lines in business magazines. A campaign for the gift cartons was begun recently, also in magazines. Among those scheduled are *Sales Meetings*, *U. S. Trucker*, *Purchasing*, *Iron Age*. Since prospects run the gamut of industry, the agency and the company are planning tests of a wide variety of business publications.

Thus far, sales of gift bars make up only a small fraction of the company's volume, but management plans to increase it—even though this means adoption of marketing practices far removed from traditional methods.

The End

## Six Steps to Successful Selling



■ MORE ADVERTISING HERE MEANS

■ MORE SALES TIME HERE

Business Publication Advertising works before, during and between your salesman's calls. It helps build your markets and holds them against competition.

### McGraw-Hill Publishing Co.

INCORPORATED



330 WEST 42ND STREET, NEW YORK 36, N. Y.





The new million-dollar plant of McQuay, Inc., manufacturers of air conditioning equipment.



## GRENADA, MISSISSIPPI

County Seat—  
Grenada County  
98 miles from Memphis  
Number of families

**1,928**

Effective buying income  
**\$14,594,000\***

Retail sales  
in nine classifications  
**\$10,395,000\***

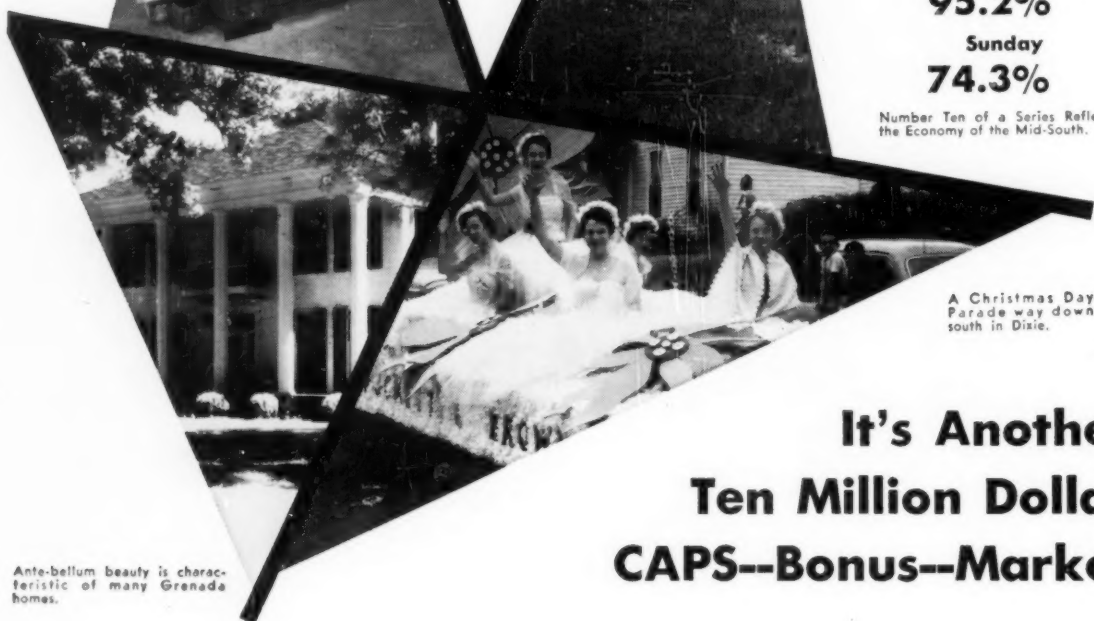
### FAMILY COVERAGE

Combined  
Daily Circulation  
**95.2%**

Sunday  
**74.3%**

Number Ten of a Series Reflecting  
the Economy of the Mid-South.

The growing cattle industry  
is a major economic factor.



Ante-bellum beauty is characteristic of many Grenada homes.

A Christmas Day  
Parade way down  
south in Dixie.

## It's Another Ten Million Dollar CAPS--Bonus--Market

Most people buy CAPS for Memphis coverage—and they should! But many of the most don't realize the penetration of CAPS in the 62 centers of buying power that add up to the nation's 10th whole-sale market. Grenada, Mississippi, 98 highway miles away, is a typical bonus market. You cover the cream of Grenada's purchasing power when you put it in CAPS.

Sales Management, Survey of Buying Power

*Two Dailies and The South's Greatest Sunday Newspaper*

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS





## What to Do About Jobs You Can't Delegate!

Every executive has certain duties which he can't (or feels he can't) readily assign to others. Many of these tasks are time-eaters. Here are some tips on time management which may help you gain new freedom in your job today.

**BY CHARLES B. ALLING, JR.** • *President Hile-Damroth, Inc.*

If time is something you never seem to have enough of, consider this check list of time savers and work-organization tips:

First, find out what your non-delegatable jobs are. One top sales executive lists these:

- Sales letter ideas that were his own brain children, which he felt only he could write.
- Sales and liaison work with large accounts that insist on a top company executive looking out for their interests.
- Preparation of special, difficult, sales promotion material which others are not qualified to do. He explained

the inadequateness of the "others" as: "They just don't have it, you have to spell it out for them."

- Educating and training salesmen, other company personnel, and new personnel in the operational philosophy of his department.
- Developing and stimulating sales and office personnel to produce at maximum efficiency.
- "Giving salesmen hell!" . . . with the afterthought: "You can't farm this out!"
- "Most of the problems of over-all planning, organization, policy decisions and many of the problems of simply supervising and managing peo-

ple in their day-to-day work."

- "'Problem people' who make the simplest job seem complicated. The grumpy head of the printing and mimeographing department, for example. He's not responsible to me, so I can't tell him where to get off or straighten him out as I might one of my own men. I've got to handle him personally if I'm to get our rush print jobs and sales promotion literature out on time."

- "Jobs that take more time to explain than to do myself. The list of details may be so involved, or the comprehension and skills of people I must look to for help so limited as to make it a waste of my valuable time to stop and explain what I want. For example: There's a trade catalog I checked for information this morning. I didn't have my secretary or someone else do it because I have trouble finding the information myself."

*What did he do about it?* This sales executive, a top management man with a prominent New York newspaper, handles his non-delegatable jobs these four ways:

1. *Where he has to, he does them*



### Charles B. Alling, Jr. . . .

. . . president of Hille-Damröth, Inc., New York City, a firm that creates sales development and training programs, audio-visual aids and sales presentations, was one of eight American sales executives chosen three years ago to address industrial leaders of 10 European countries on American marketing and selling methods. The trip was sponsored by National Sales Executives, Inc. In the last two years Alling has addressed Sales Executives Clubs and other marketing organizations in 15 cities.

He is chairman of the Distinguished Salesman Award Committee of the Sales Executives Club of New York.

After graduation from Yale University, he was a squadron leader in the U. S. Eighth Air Force in England in World War II. He received six decorations. He has held executive positions in Wamsutta Mills, New Bedford, Mass., and the Frank Smith Silver Co., Gardner, Mass.

himself. A must for many sales management jobs.

2. *He makes wise use of the telephone and the mails.* For example: He uses frequent telephone contacts to maintain happy relations with the accounts that want his personal attention. Thus he eliminates many unnecessary trips to the customer's place of business, gives his calls the "personal" touch they require, weeds out the important requests and complaints from the less urgent ones. The latter he services via the mails. He saves a great deal of valuable time, time for which he finds more productive uses.

3. *He keeps a sharp eye open for time-saving techniques in small and big things.* When he first assumed his executive sales responsibilities, much of the time he spent visiting big accounts was wasted until he developed a two-call technique. Big accounts would greet him with "you guys never come around except when you want to sell us something." Instead of making one call he decided to make two. The first call is a friendly visit, a pleasant talk fest. But on the same call he gathers as much useful information about the customer's present situation as time permits. His practice is to end this "survey approach" with the observation and request: "Looking at your operation today has suggested a couple of ideas I'd like to come over and talk to you about sometime. When would it be convenient for you?" This low pressure sales approach invariably gets him a return call in which he does some hard selling. Notice, too, that he does this with the customer's consent.

This executive admits he makes the same number of calls he made before but on fewer customers. Also he points out that he converts a higher per-

centage of his calls into sales because they are better planned, and because he is better organized to handle them. These calls he *can't* delegate are no longer the time wasters they were. He realizes a greater monetary return on his time investment. He is richer, too, because of the mental satisfaction and increased sense of accomplishment this improved organization of his job brings him.

*But the busy executive can go much further in determining what he can do about the jobs he can't delegate.* Here, for example, is a list of suggestions:

#### Pick a Work Week

1. For one week keep a timetable of your job activities. Pick a work week that *doesn't* include any unusual activities—planning for peak sales periods or end-of-the-year inventory or budgeting. Then, using your timetable (a sheet of paper for each day of the week is all you need), note the starting and stopping time of your job activities. For example: "9-9:30 . . . Reading and Dictating Correspondence."

2. Do this whenever time permits. Don't overlook small items. Don't be too exacting, approximate the time intervals. But don't lump several *different* kinds of work under one general heading. List each separately.

3. Do this for each working day of the week.

4. When you've completed your week's record, *analyze it*. You will find this easy because you will have a useful written and visual record of your job activities. But first, have one of your assistants draw up a preliminary analysis (this is work you can

temporarily *delegate!*). Have him or her (a) make a four-way tabulation of the minutes of time you gave to superiors, assistants, administrative and miscellaneous details; (b) note all interruptions that interfered with important jobs; (c) make suggestions for more efficient use of your time based on these findings.

5. Then review both the record of your activities and the notes and tabulations of your assistant with these thoughts in mind:

✓ How can you perform the same type of work *in sequence* rather than at different periods of the day? You save time in make-ready; you work and think faster.

✓ How can you reduce or eliminate interruptions—unimportant telephone calls, minor chit-chat, "important" items that can wait?

✓ What activities should be grouped? For example: Do you contact individuals, or undertake a series of related jobs more than once? Could these have been done simultaneously? Or put off and completed as a unit later?

✓ How can you reduce starting and stopping time on important job activities?

✓ Where do you need a deliberate change of pace to relax your nerves and your mental muscles?

✓ Are high pressure tasks bunched too closely? Would your worries be fewer, your efficiency greater, if they were separated? Intervals of easier work can ease strain, relieve tensions, and also refresh you for the next tough task.

✓ How can you increase the time span devoted to important tasks? Consider the possibility of eliminating personal time expenditures such as casual conversations, telephone calls in excess of a reasonable norm, family chores done on company time.

✓ Where these personal time expenditures interfere, how can you shift them around so that they don't break up the sequence of your more important jobs?

✓ Would you gain in over-all efficiency if you moved completely controllable items to low pressure hours?

✓ What proportion of time are you giving to contacts up the line, with subordinates, to administrative duties? Is it what you think it should be? Or does your analysis—or visual estimate of the distribution of time allotments—indicate you are neglecting one or more?

✓ Are you using the *fastest* means of communication? Are you writing memos and letters when a telephone call would do? Talking to individuals when a group talk would work faster?

✓ Are you using the most *economical* means of communication? Long distance telephone when telegraphing is less expensive? Traveling when writing or some other form of communication might save money? Thinking of ways to save *money* may

suggest ways to save *time*.

✓ Can you reduce the *frequency* of contacts with superiors and subordinates without jeopardizing communications? Can you cut the frequency of other activities? Example: Dictate more but fewer times, make one 'phone conversation do the work of two (hold one item till a related item comes through and talk about both at the same time).

✓ Where can you do two jobs at once? Let your secretary or assistant listen in on more of your discussions, telephone conversations; attend more of your meetings. Let them do the memos, write the reports, communicate with the *other* members of your staff whom you brief on your activities.

✓ Where does it appear you are hurried in making important decisions? Arranging to give them *more* time may be a time saver, keep important projects from being fouled up, save you the trouble of having to retrace old ground.

✓ Ditto for the time you devote to basic policy and long-range planning. More minutes of uninterrupted thought here can save hours later.

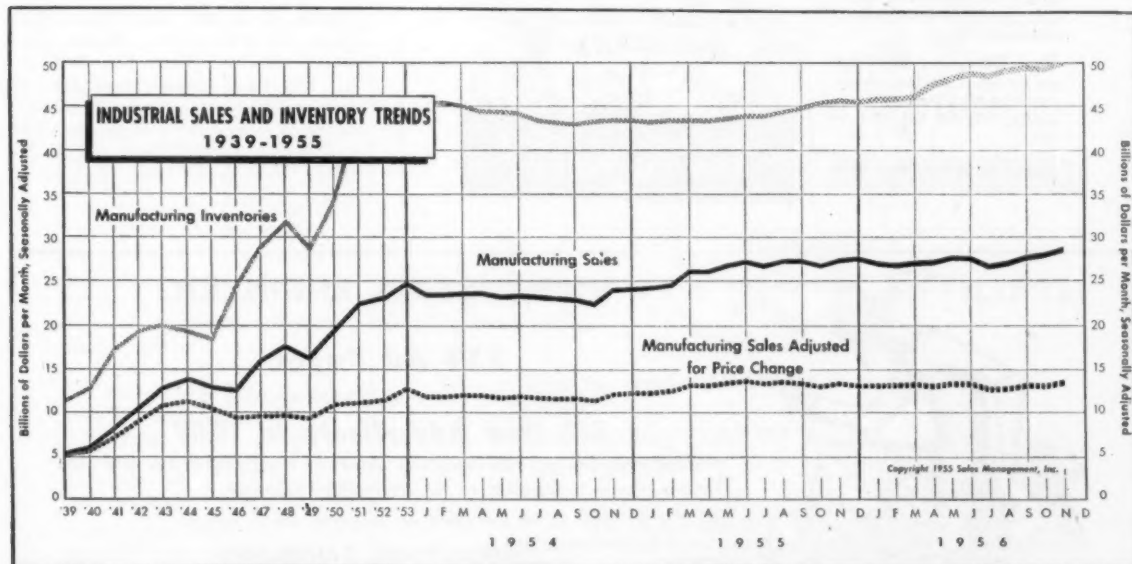
✓ Are you *sure* the important jobs you do can't be delegated to some competent subordinate? Are these activities the hard core of responsibilities you *must* do yourself? The *easiest*

way to save time is to stop using it on jobs others can do.

✓ Where are you *underestimating* the time you give to activities? The work you take home nights, or with you on week-ends, takes time. This is work your analysis and intelligent use of the check list may eliminate.

In sum, your objective will be two-fold: (1) To pinpoint those areas of your job activities where you can save time and (2) to learn to manage your time more efficiently. You do this, and benefit personally, to the extent that you: (a) *Spot and delegate* to assistants responsibilities and activities they can handle as efficiently as you can; (b) *rearrange* your activities to minimize time-wasting interruptions and ease the concentration of high pressure job activities; (c) *find more time* to devote to the more important, decisive functions of your job; (d) *reduce or eliminate* the unimportant functions of your job; (e) *learn to do more of your work in sequence*, without interruption; (f) *identify, ease, or eliminate* those hours of the day when the work load is too heavy, too intense, or too exacting for abnormally long periods of the day; (g) *spot weaknesses* in techniques of communications; (h) *eliminate duplication* of work efforts; (i) *test all the possibilities* of combining, reducing, eliminating, assigning responsibilities, functions, and jobs.

Thus you do something constructive, and beneficial, about the jobs you think you can't delegate. **The End**



INDUSTRIAL SHIPMENTS continued to break new records in November, rising to an all time dollar volume peak of \$28.5 billion, as auto manufacturers began to share

in the final quarter industrial boom. November auto deliveries however, were still well below expectations due to production bugs, shortages, and strikes.



## World's Biggest Sales Meetings To Be Sponsored by Motley's Tele-Sell

Some 30,000 American salesmen will get a chance to learn how the country's super salesmen do it when Tele-Sell stages the world's biggest sales meetings on February 26 and March 5.

By closed circuit television, salesmen in more than 25 cities in this country and Canada will see a dramatization of the most modern and effective selling methods in a "sales refresher" venture headed by Arthur H. (Red) Motley, chairman of the National Distribution Council of the Department of Commerce and president of Parade Publication, Inc.

Motley says, "Tele-Sell is aimed at dramatizing the most modern and effective methods of selling, and if it teaches the salesmen of the nation how to do their jobs a little better, it will have accomplished its purpose."

The Tele-Sell "spectaculars" will

be presented in each city in cooperation with the local Sales Executives Club at a local hotel or auditorium.

The programs for the two meetings will cover two themes: (1) How the salesman should handle himself, and (2) how the salesman should handle his customer. The production will be under the direction of Walter Wanger, famous motion picture producer and president of Sheraton Closed Circuit Television, which will link the meetings, and Jam Handy, creator of sales development and training programs. Each program will run for two hours, with 90 minutes of it televised.

Tickets for the two programs will be \$10 and giant screens will be used at each meeting. Some 20,000 miles of closed circuit television cable will link New York, the originating city, with clubs in these cities: Baltimore,

Boston, Buffalo, Chicago, Cincinnati, Cleveland, Columbus, Dallas, Dayton, Detroit, Erie, Kansas City, Miami, Milwaukee, Montreal, Newark, Oklahoma City, Philadelphia, Providence, Rochester, St. Louis, Toledo, Toronto, Washington and Wichita.

Headliners on the two programs are top executives—all former salesmen—including John M. Fox, president, Minute Maid Corp.; Alfred C. Fuller, chairman of the board, The Fuller Brush Co.; Joseph Kolodny, director, National Association of Tobacco Distributors; Byron Nichols, vice-president and sales manager, Dodge Division, Chrysler Corp.; Herman C. Nolen, president, McKesson & Robbins, Inc.; H. Bruce Palmer, president, Mutual Benefit Life Insurance Co.; Judson S. Sayre, president, Norge Sales Corp., subsidiary of Borg-Warner Corp.; John M. Wilson, vice-president, sales, national Cash Register Co.; Robert S. Wilson, executive vice-president, sales, The Goodyear Tire & Rubber Co., Inc.; and Mrs. Brownie Wise, vice-president, Tupperware Home Parties, Inc.

The advisory committee of Tele-Sell is:

Charles Alling, Hile-Damroth, Inc.; Gordon Bass, Gordon Bass Co.; Richard C. Borden, Borden and Busse; Fen K. Doscher, Lily-Tulip Cup Corp.; Will A. Foster, The Borden Cheese Co.; Jam Handy, Jam Handy Organization; Philip J. Kelly, Calvert Distillers Co.; Frank Lovejoy, Socony Mobil Oil Co., Inc.; Eugene B. Mapel, Barrington Associates, Inc.; Morris I. Pickus, Personnel Institute, Inc.; Dr. William A. Reilly, National Institute of Straight Thinking; Philip Salisbury, SALES MANAGEMENT Magazine; Dr. J. S. Schiff, Pace College, and Al N. Seares, Remington Rand Division of Sperry Rand Corp.

### WHO GET'S THE GRAVY?

**You do... If** you advertise in the Sioux City newspapers — read by more than 300,000 daily readers throughout the rich 46-county Siouxland Market Area.

**You Do... Because** you can expect gratifying sales results from this prime audience — **READY, WILLING and ABLE to BUY.**

**Contact Our National Reps. NOW!**

Effective Buying Income  
\$1,152,610,000  
SALES MANAGEMENT  
1955 Estimate

SO. DAK. MINN.  
SIOUXLAND  
NEBR. IOWA  
SIOUX CITY

**The Sioux City Journal  
JOURNAL-TRIBUNE**  
NATIONAL REP. JANN & KELLEY, INC.



### CONSULTING ENGINEER

is now running (January through November)

**339 Ad Pages**

ahead of last year — an increase of 69.5%

**112 New Advertisers in 1957**

For the first time you can reach this important specifying group in a publication aimed exclusively at the consulting engineer.

Let us tell you about our magazine and its services

### CONSULTING ENGINEER

The Consulting Engineer's Professional Magazine

227 Wayne St.

St. Joseph, Michigan

NBP

CFA

## Direct Selling?

(continued from page 29)

far more than its cost. But, if favorable, it may want to run similar tests in two or three other market areas to be certain results will be the same elsewhere. In this case, the method of procedure would be the same as the first, but not as extensive. If the first test required six weeks, the subsequent tests probably can be finished in four.

When the test selling has been completed, the final plans can be drawn with absolute accuracy for each phase of building the direct selling business. Not until then will you know (1) the methods which will be the most successful, (2) the total investment required, (3) the kind of person to look for to head your direct selling operations. Nor will you have the facts necessary to interest a successful person from the type of direct selling you expect to use.

Following employment of the sales manager, any other key personnel required can be recruited, trained and put into the field to build whatever type and size organization the company needs to reach objectives. This will take some time and money but the major elements of risk have been eliminated.

This scientific approach was developed in helping several established direct selling companies to improve their operations. It has since been used to enable new companies to enter this method of distribution successfully. It is the one sure way to get all of the facts needed before making final decisions—or major commitments.

The End

### Next: \$3 Per Hour

This fall the average hourly U. S. wage became \$2 per hour. "Progress from \$2 to \$3 per hour can proceed, we trust," says the Chamber of Commerce of the United States, "at a rate consistent with expanding productivity, so that a 35% erosion of the dollar's purchasing power (unfortunately associated with the rise from \$1 to \$2) is not necessary to validate the gain to \$3."

"Average hourly earnings, adjusted for changes in the Consumer Price Index," says the Chamber, "have more than doubled since 1933." The AFL-CIO says the \$2 rate is not the end of the road or even a spot to linger or rest.



"Pretty soft, just taking orders. What if you had to get out and sell like my old man!"

**WKOW-TV**  
MADISON'S FIRST TV STATION

PRIMARY  AFFILIATE

Serving over 100,000 non-duplicated ABC homes  
Call Headley-Reed TV for the comparative coverage story

**WKOW-TV**   
MADISON, WIS. Channel 27

## SALES MANAGER

A small manufacturing company with a strong growth record has a newly created position for an outstanding individual in sales management. Sales are currently several million with goals that ordinary people consider unrealistic. Products are in line of light construction and farm equipment with completely open future on diversification. Plant and general offices located in Dayton, Ohio.

The man we want must have a highly successful sales management background. Preferably he will be between 30 and 40 and will be challenged by a situation in which he can truly go as far as his abilities and drive will carry him. He must "think" top management and be willing to carry the heavy responsibilities of planning, deciding, and acting on issues of vital importance. There will be no buttons pressed to get him started each day, nor will people be commanded to respect him.

Salary depends on qualifications. If you would like to talk about this opportunity, please write to

**Box 3325**

## JUST PUBLISHED

### DIRECTORY OF MANUFACTURERS AGENTS

Lists 10,500 manufacturers agents who can give you top sales representation in all 48 states, Canada, and U.S. Possessions.

Listings include types of lines handled, and are arranged geographically for ease in selecting agents. These top flight salesmen are looking for new lines to handle on commission basis.

Price \$22.50. Also available: National Directory of Bank Jobs, \$10.00; Mail Order House Directory, \$10.00; National Directory of Trading Stamp Houses, \$10.00; Directory of Mailing List Sources, \$10.00; Directory of Associations, \$15.00.

Any or all of the above sales guides sent on approval for free 10 day examination. No obligation to buy. Send order today to:

**GALE RESEARCH COMPANY, ROOM 1315  
247 Kenworth, Columbus 14, Ohio**

## SALES EXECUTIVE Seeks Greater Challenge

With a 20 year proven record of accomplishments for two national manufacturers of consumer and household products. Highly successful in expansion of markets and distributor organizations, introduction and promotion of new products, development and direction of sales force; producing personal sales with major accounts and organizing a creative effective sales program which for present company has resulted in over a 200% increase during past seven years.

Box 3326.

## Coming . . .

Vaughn Monroe's

Unique, Ubiquitous

Sales Career . . .

in Sales Management

January 4

# SALES GAINS AND LOSSES

Current operating statements (below) show changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago.

While four out of every five corporations show sales gains this year as against a similar 1955 period, the going is getting tougher for many strong organizations. Note, for example, sharp declines experienced by Admiral, Fairchild, General Motors, Philco, Republic Aviation, U. S. Rubber.

Happier showings were rolled up by Alco, Alcoa, Blaw-Knox, Boeing, Gardner-Denver, Harsco, Kennecott, Link-Belt, McGraw Electric and Olin Mathieson, among others.

Company	Period	1956	1955	Company	Period	1956	1955
Admiral Corp.	9 mo.	\$ 134.2	\$ 146.7	Kennecott Copper Corp.	9 mo.	\$ 433.4	\$ 375.6
Aerona Mfg. Corp.	6 mo.	10.1	10.1	Kuhlman Electric Co.	9 mo.	11.2	9.2
Air Control Products	1 yr. f	10.2	6.2	Lamson & Sessions Co.	9 mo.	28.8	27.9
Alco Products, Inc.	9 mo.	113.1	80.6	Lamson Corp. of Del.	9 mo.	9.7	8.2
Alpha Beta Food Markets	1 yr. f	52.4	45.5	Lees (James) & Sons Co.	9 mo.	55.2	50.5
Aluminum, Ltd.	9 mo.	349.7	305.3	Link-Belt Co.	9 mo.	122.3	91.4
Aluminum Co. of America	9 mo.	652.2	631.6	Lockheed Aircraft Corp.	9 mo.	514.4	526.1
American Bank Note Co.	9 mo.	14.9	14.9	Lone Star Cement Corp.	9 mo.	70.8	69.0
Bigelow-Sanford Carpet Co.	9 mo.	61.2	60.5	Lone Star Steel Co.	9 mo.	64.9	54.7
Blaw-Knox Co.	9 mo.	119.0	72.0	McDermott (J. Ray) & Co.	6 mo.	27.5	17.2
Bliss (E.W.) Co.	9 mo.	60.6	45.1	McGraw Electric Co.	9 mo.	159.8	125.7
Blumenthal (Sidney) & Co.	9 mo.	15.3	17.0	McKesson & Robbins, Inc.	6 mo.	271.4	250.9
Boeing Aircraft Co.	9 mo.	671.6	588.7	McGregor-Doniger, Inc.	9 mo.	40.2	35.7
Carborundum Co.	9 mo.	74.5	67.2	McKinney Mfg. Co.	1 yr. f	6.0	5.7
Carey (Philip) Mfg. Co.	9 mo.	51.8	49.8	National Linen Service	1 yr. f	43.8	38.8
Carpenter Paper Co.	1 yr. f	83.8	72.3	National Starch Products	9 mo.	28.5	25.6
Carpenter Steel Co.	3 mo.	15.1	12.7	National Supply Co.	9 mo.	209.6	187.7
Day-Brite Lighting, Inc.	9 mo.	13.7	11.0	National-U. S. Radiator	6 mo.	26.6	28.2
Dennison Mfg. Co.	9 mo.	29.4	26.9	Neptune Meter Co.	9 mo.	26.4	22.6
Detroit Stamping Co.	9 mo.	3.9	3.7	Olin Mathieson Chemical	9 mo.	455.5	409.1
Diamond Match Co.	9 mo.	100.8	97.1	Orangeburg Mfg. Co.	36 wks.	8.8	7.6
Eastman Kodak Co.	9 mo.	500.6	487.2	O'Sullivan Rubber Corp.	9 mo.	4.6	4.8
Economics Laboratory, Inc.	1 yr. f	15.4	13.2	Pfizer (Chas.) & Co.	9 mo.	128.3	119.8
Ekco Products Co.	9 mo.	44.5	47.7	Phelps Dodge Corp.	9 mo.	326.4	239.9
Evans Products Co.	9 mo.	30.2	30.5	Philadelphia & Reading	9 mo.	59.4	30.3
Fairchild Engine & Airplane	9 mo.	107.4	121.1	Philco Corp.	9 mo.	254.3	269.2
Falstaff Brewing Corp.	9 mo.	65.2	59.8	Ray-O-Vac Co.	6 mo.	18.6	18.6
Fanner Mfg. Co.	9 mo.	11.4	9.1	Reading Tube Corp.	9 mo.	17.2	16.4
Gabriel Co.	9 mo.	13.5	10.3	Reliance Mfg. Co.	9 mo.	24.5	20.8
Gamble-Skogmo, Inc.	9 mo.	72.6	68.0	Republic Aviation Corp.	9 mo.	232.3	422.6
Gardner-Denver Co.	9 mo.	47.1	34.4	Resistoflex Corp.	3 mo.	2.2	1.1
General Dynamics Corp.	9 mo.	691.0	506.1	Searle (G.D.) & Co.	9 mo.	20.9	19.8
General Motors Corp.	9 mo.	8,144.0	9,543.7	Seiberling Rubber Co.	9 mo.	35.6	34.1
Gerber Products Co.	6 mo.	54.0	49.1	Shalimon Industries, Inc.	9 mo.	12.6	9.8
Handy & Harman	9 mo.	57.1	55.7	Sharon Steel Corp.	9 mo.	129.0	126.3
Hanson-Van Winkle-Munning	9 mo.	13.8	12.7	Thompson Products, Inc.	9 mo.	214.7	214.4
Harsco Corp.	9 mo.	60.4	48.0	Thorfare Markets, Inc.	9 mo.	67.3	61.1
Harshaw Chemical Co.	1 yr. f	64.3	60.8	Thrifty Drug Stores Co.	1 yr. f	74.8	66.6
Johnson & Johnson	9 mo.	187.4	171.6	Thyer Mfg. Corp.	6 mo.	4.5	6.2
Kennametal, Inc.	3 mo.	5.3	3.9	Tilo Roofing, Inc.	40 wks.	10.4	9.0
				United Specialties Co.	1 yr. f	11.6	12.2
				Unitronics Corp.	9 mo.	18.4	12.2
				U. S. Rubber Co.	9 mo.	675.1	688.7
				U. S. Steel Corp.	9 mo.	3,034.2	3,003.9

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## Sales Management

### ADVERTISING SALES

#### DIRECTOR OF SALES

John W. Hartman

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Sales Director

Caroline Cioffi

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Patricia Simon

### DIVISION SALES MANAGERS

**New York**—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunsby, Wm. McClanaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, 386 Fourth Ave., New York 16, N. Y. LExington 2-1760.

**Chicago**—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

**Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612.

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## THE SCRATCH PAD

By T. Harry Thompson



Balm to all of us who write: Disraeli said that critics are the men who have failed in literature or art.

Suggested generic name for color-TV: *Telechrome*.

Stopper by Continental Mark II: "Unlimited luxury . . . in a limited edition."

Nice play-on-words by Penn Fruit super markets: "Her *cart's* in the right place!"

*Holiday's* Caskie Stinnett knows a man who has 20-20 hindsight. There are millions of us, Caskie.

*The Milwaukee Journal* coins a word for its sphere of influence: *Millionarea*.

Dendrophile Joyce Kilmer wrote a sermon no one can top: "Only God can make a tree!"

Cute cut-caption under two young Indians in *Life*: "Sweet Sioux."

Can't they make some *white* nylon that won't turn *yellow*?

Orville Reed reports a letter-of-resignation from a woman who had quit to have a baby: "Dear Boss: I am getting too big for this job . . ."

A cynic once said that we confess to *small* faults to persuade others we are free of *great* ones.

On the heels of Luther Damron's "lancing Michigan" and "wheeling West Virginia," Dennison Manufacturing's Bill Ingleby says think what it must be like when they are flushing Long Island.

Shuron Optical's president, Don Southgate, spotted this in "Lobster Tales," house-magazine of New York's Lobster Restaurant: "*Pageant Magazine* has come out with a survey entitled 'What Men Like in Beds.' Based on a sampling of 4,000 men in 25 cities, they learned that king-size

beds were preferred to bookcase or Hollywood beds, and that 69% prefer inner-spring mattresses, while 31% like foam-rubber." Don says they'll never convince him that this was a representative sample (considering the title of the survey).

Taking no sides, Tony Marcin, manager of the *Chi Trib's* information-division, writes: "Thought you'd be interested in the enclosed ad, claiming 'More chickens cross the road in front of Chevrolets than any other car!' It doesn't mention whether or not they're chasing worms to feed the thunderbirds."

Walter Weir, one of my bright

boys at N. W. Ayer, has moved up to executive v-p of New York's Donahue & Coe agency. Teacher knew he'd make it.

Career-woman Bernice Fitz-Gibbon puts the case for equal rights into a clever parody: "A miss is as good as a *male*."

WRCV-TV's Pat Landon simplifies the Philadelphia weather-report: "Strictly p-u this morning."

When Evelyn Patrick comes on camera to give the Revlon commercials, Orlandoans like to tell you she's a local gal who made good in the big city.

Grammar Moses Dep't: "Ingenuity and imagination is a must," says a help-wanted ad. They is?

Fun With Words Dep't: In "The Tapir that Burned at Both Ends" (in a *New Yorker* ad), Alcoa told about the *tapir* that became a *toper*, then decided to *taper* off.

Season's greetings, you-all!

### Christmas is a state-of-mind

It roots in religion, but its ramifications reach the hearts of men everywhere, regardless of their particular faith or creed . . . or lack of either!

It is a canted row of fir trees along a city street and a fragrance which turns back the years . . . to velocipedes and dolls and candy canes.

It is the tambourine notes of children's laughter, signifying joy for a season, however brief.

It is a hard-top boss, truly convertible to the softy we knew him to be deep down inside.

It is the spirit that makes us forgive our enemies, as Holy Writ adjures . . . a tough assignment at any other time of year.

It is hope for peace in a world divided.

It is motivation for giving, even when *expansive* means *expensive*.

It is men in red suits and ill-fitting beards on street corners, with iron pots and tinkling bells and frost-bitten feet, all in the name of brotherhood.

It is retail stores and crushing crowds and bushed salespeople, right up to the moment of closing . . . then the blessed knowledge that it's all over for another year, regardless of fat commissions.

But, above all, it is a time to be happy, no matter what the load to be lifted again when fir needles fall and routine living resumes speed.

Merry Christmas!

The President  
of the Institute of Life Insurance  
Knows . . .



HOLGAR J. JOHNSON, President, Institute of Life Insurance

## WHY LIFE INSURANCE PURCHASES INCREASED OVER 30% IN LOUISVILLE and KENTUCKY LAST YEAR!

"The people of Kentucky purchased \$77,000,000 worth of life insurance last year, representing an increase of 30.5% over the previous year. This compares with a 9% increase for the country as a whole. Among other things, I attribute this impressive increase in Kentucky to the fact that more and more people are becoming convinced how important it is to give their family financial security through adequate life insurance protection. We have found newspapers an

extremely effective means to convey the story of life insurance to people in all walks of life."

*Last year, the Institute of Life Insurance took its story to the people of Louisville and Kentucky with 11,656 lines of advertising in The Courier-Journal and Louisville Times . . . newspapers which invariably rank at or near the top in every quality survey of American newspapers.*

***Sell LOUISVILLE for all its worth!***

A Major American Market Where One Daily Newspaper Combination Reaches 99% of the People

**The Courier-Journal • THE LOUISVILLE TIMES**

392,500 Daily Combination • 313,633 Sunday • Represented Nationally by The Branham Company



## Who dips the chips in Chicago?

There once was a man who went in for a dip.

And his name was Charlie,  
Charlie's dip was epicurean not aquatic—and went  
with ablutions *on-the-rocks* instead of *off* them.



### Charlie's Dip

8 oz. cream cheese  
2 tbsp. cream  
2 tbsp. minced onion  
2 tbsp. caraway seed  
4 tbsp. capers  
salt and pepper

Every evening about 5, Charlie would spread this delicious dip on potato chips and serve it proudly.

Potato chips, incidentally, were Charlie's curricular as well as extra-curricular specialty. In fact, he earned his cream cheese and capers selling them. And was always looking for ways and means to earn more.

So one night when the chips were passing, Charlie signaled his friend Joe to come over. "Look here, Joe," said Charlie, "I've been selling a few more chips each year in the Chicago market. But I believe in gobbling up all the dope I can on this salty subject. Maybe you can give me a hand."

It happened that Joe could. And did. (That's because Joe sold advertising in the Chicago Tribune and specialized in running down all kinds of savory information on the Chicago market.)

And here's what Joe ran down for Charlie:

The potato chip market in Chicago has doubled in the past five years. And more than half (51%) of the families in Chicago are now buying chips at least once every two months—an increase *from* 41% in the five year period. The average purchase per family has jumped from 9 to 16 ounces per two month period.

"Charlie," continued Joe, "although you're selling more chips today than you were in 1950, your share of the market has dropped over 50%—and you've slipped from being among the leaders."

"Uh-oh," pealed the potato peeler, "you've certainly given me food for thought. Back in 1949 I concentrated my advertising in Tribune newsprint color pages and made my greatest sales gains. It was when I reduced this advertising and strayed into other media that I slipped. I wonder if there's any connection . . ."



Old square-shooter Joe, not wishing to open fire on a sitting advertiser, just dipped another chip and smiled.

P.S. to Hungry Advertisers: If you want the scoop on the Chicago market, try Joe. *Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune.* And Joe can dig up the dope for you.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

